

*The*  
YANCY  
YEARS  
*1994-2008:*

*The Age of*  
INFRASTRUCTURE,  
TECHNOLOGY  
&  
RESTORATION



BRIAN L. JOHNSON, PH.D.  
SHARON D. RAYNOR, PH.D.  
BENNY L. SMITH, APR



















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*Dr. Dorothy Cowser Yancy*



**D**r. Dorothy Cowser Yancy, a native of Alabama, is the twelfth president of Johnson C. Smith University and the first female to be elected to this prestigious post. She holds a Bachelor of Arts degree in history and social science from Johnson C. Smith University, a Master of Arts degree in history from the University of Massachusetts, Amherst, and a Ph.D. in political science from Atlanta University (Georgia), with further study at the University of Singapore, Hampton University, Northeastern Illinois University (Chicago), Northwestern University, Georgia Institute of Technology, and the University of Illinois at Chicago. She earned certificates in management development from Harvard University and she is listed as an arbitrator with the Federal Mediation and Conciliation Services and the American Arbitration Association. She also is a Special Magistrate with the Florida Public Employee Relations Commission.

As president of Johnson C. Smith

University from October 1994 to 2008, Dr. Yancy has marshaled in phenomenal growth and progress. During this period, she completed two significant capital campaigns. The first campaign, 'Campaign for the 90's' took place from 1993-1998 with a goal of \$50 million. At the close of the campaign she exceeded this goal raising \$63.8 million. The second campaign, 'Pathways to Success' was launched in October 2000 with a goal of raising \$75 million. At the close of the campaign in June of 2007 she exceeded the goal again raising \$81.5 million. For these achievements, she has been heralded as one of the best fundraisers nationally. Since 1994, she has raised more than \$145 million for the university. Additionally during her tenure the university endowment has more than tripled from \$14 million to \$53 million.

In 2000, Johnson C. Smith University became the first HBCU "Laptop" university, issuing IBM Thinkpads to all of its students. Prior to this historic feat, she led the university during a three-year period of strategic planning in technology and faculty/staff development, resulting in an in-



tegrated approach to a liberal arts higher education. This too was nationally recognized by her testifying before Congress in 2000 about the status of technology in higher education. As a result of her leadership, the university was ranked in 2001 by *Yahoo Internet Life Magazine* as one of the Top 50 most wired small colleges in the nation. In 2007 JCSU was ranked in the top ten of HBCU's by *U.S. News and World Report*.

Consequently, Dr. Yancy now has a highly qualified faculty (76% terminal degrees; 72% doctorates) and the applications to the university have increased by 400% during her tenure. The amount that the university receives via grantsmanship has tripled, resulting in her awarding incentives to faculty for producing funded proposals. Concurrent with her leadership in the dynamic movement of educational reform are the renovation and construction of state-of-the-art facilities. Under her watch, a new technology center, a library, and a track/stadium/academic complex have been constructed. Most notably historic Biddle Hall (1883), one of the oldest active administration buildings in the country and currently listed on the Historic Register was restored to its original splendor. She has fostered the progress of infrastructure and

structure in which programs have prospered. In 1996, the university was awarded the John D. and Catherine T. MacArthur Foundation Genius Grant. JCSU is the only HBCU that has received the genius grant. In June 2007 the university accreditation was reaffirmed with the Southern Association of Colleges and Universities with no findings.

Dr. Yancy has earned the respect of the higher education community throughout her career. She served as a professor of History, Technology and Society and in the School of Management at the Georgia Institute of Technology (Atlanta) from 1972-1994. At Georgia Tech, she was the first African-American to be promoted and tenured as a full professor. She also served as Associate Director of the School of Social Sciences. Previously she taught at several institutions including Albany State University, Hampton University, Evanston Township High School, and Barat College, where she was the director of the Afro-American Studies Program. Dr. Yancy was the first American to lecture at the Academy of Public Administration and Social Studies of the Small Hural in Ulan Bator, Mongolia in 1991.




In scholarship, as well as leadership, Dr. Yancy has excelled. She has published more than 40 articles and labor arbitration cases in academic journals, including “Dorothy Bolden, Organizer of Domestic Workers; She was Born Poor and She Would Not Bow Down,” *Sage*, “Public Sector Bargaining in the South: A Case Study of Atlanta and Memphis,” *Industrial Relations Association Proceedings*, “William Edward Burghardt Dubois — Atlanta Years: The Human Side — A Study Based upon Oral Sources,” *The Journal of Negro History*, and several articles in *Black Women in America: A Historical Encyclopedia*.

In addition to her scholastic contributions, Dr. Yancy has contributed widely to civic and professional communities. She was the first African-American to be appointed Special Master for the Florida Public Employee Relations Commission, was a member of labor delegations to the Soviet Union and Europe in 1988 and 1990, is the former president of the Association of Social and Behavioral Scientists and of the Atlanta Chapter of the Industrial Relations Research Association, and is a former member of the Executive Council of The Links,

Inc. In 2001, she became the first female to be elected president of the Central Intercollegiate Athletic Association (CIAA). Further, Dr. Yancy is a former president of the Members Presidents of UNCF (2004-2006), a former member of the board of the Council of Independent Colleges, the National Association of Independent Colleges and Universities, and the Executive Council of the Association for the Study of African-American Life and History. She is a former member of the National Association of Independent Colleges and Universities Commission on Financing Higher Education, the American Council of Education Commission on Women in Higher Education, and the U.S. Air Force Historically Black colleges/Minority Institution (HBCU/MI) Board of Advisors. She is also a former member of the North Carolina Post-Secondary Eligibility and served as the Chairperson of the 2Colleges and Universit005 HBCU Congressional Forum Steering Committee. She was also a member of the Association of Governing Boards Task Force on the State of the Presidency in American Higher Education in 2006.



he also was on the Board of the YMCA of Greater Charlotte, the Board of Directors of Bank of America of the Carolinas, the Board of Charlotte Urban League, the Board of Charlotte Chamber of Commerce, and the Board of Opera Carolina.

She presently is an advisor to the Mint Museum of Art, member of the Board of Levine Museum of the South, the Charlotte Chamber of Commerce Board of Advisors, a member of the Corporate Board of UNCF, a member of the Executive Committee of UNCF, and president of the North Carolina Association of Independent Colleges and Universities. She is also a member of The National Association of HBCU Title III Administrators, Inc. Presidents Advisory Board.

As a valued member of various publics, Dr. Yancy has received numerous awards: Outstanding Teacher of the Year,

Georgia Tech; Undergraduate Faculty Member of the Year, Georgia Tech Student Government; Outstanding Faculty Member, Georgia Tech Chapter of Omega Psi Phi Fraternity; listing in Outstanding Young Women in America, Outstanding Professional in Human Service, Who's Who in Black America, Who's Who Among American Women, the World's Who's Who Among Women in Education and selected as "one of the Six Best Teachers in the U.S." by *Newsweek on Campus* in 1988. Other honors include membership in ANAK (a Georgia Institute of Technology leadership organization), The Honor Society of Phi Kappa Phi, Alpha Kappa Mu National Honor Society, Sigma Rho Sigma Honor Society, and Omicron Delta Kappa. She was inducted into the most prestigious honor society in the nation, the Delta of Georgia Chapter of Phi Beta Kappa, in May 2002.



Since 1996, she has been widely recognized: Belle Ringer Image Award, Bennett College; National Black College Alumni Hall of Fame in Education; *Black Issues in Higher Education*, Twentieth Century Educator; Lifetime Achievement Award, North Carolina 4-H Club; W.E.B. DuBois Award, Association of Social and Behavioral Scientists; Maya Angelou Tribute to Achievement/UNCF; Torchbearer Award in Education; first woman to become the 10th Benjamin E. Mayes Lecturer, Morehouse College; 2000 Person of Prominence, *The Charlotte Post*; and 2001 Outstanding Educator of the Year by the Charlotte-Mecklenburg Community Relations Committee. In the July 2002 issue of the national publication *Savoy Magazine*, she was listed as a “leader to watch.” In 2004, she received the Harold E. Delaney Exemplary Educational Leadership Award from the American Association for Higher Education. In 2005, Dr. Yancy was recognized by the *Charlotte Business Journal* as one of the Top Women in Business in the

region and received the Old North State Award from the State of North Carolina. In January 2007, she received the Sisters Delany Honor Society Achievement Award, North Carolina Women of Distinction, and St. Augustine’s College. Also in 2007 she received the Horizon Award from Leadership Charlotte and the William J. Stanley Award from Georgia Institute of Technology. In 2008, she was inducted into the Women’s History Hall of Fame by the National Association of Negro Business and Professional Women’s Clubs and the Levine Museum of the South. She also testified before the U.S. House Committee on Education and Labor on “America’s Black Colleges and Universities: Models of Excellence and Challenges for the Future.”

She is energetic, dedicated, and highly effective as a promoter/guardian of excellence in higher education. Dr. Yancy is a member of the Episcopal Church of the Incarnation of Atlanta and has one daughter, Yvonne.









he authors would like to thank the many persons throughout the JCSU community who took time to share their personal thoughts and impressions of Johnson C. Smith University's twelfth president. The authors especially thank Teri Brooks and Odessa Roseboro. We also would like to acknowledge the late Dr. Peter Radcliffe for his vision on this project. And, of course, we would like to thank Dr. Dorothy Cowser Yancy — without whom there would have been no commemorative history to write. We thank you for your vision, leadership, personal mentorship, self-sacrifice and above all, your accomplishments on behalf of Johnson C. Smith University. Therefore we dedicate this commemorative history to you, and we do so *SINE PUDORE IUDICIO AUT PRAEMIO*.







his commemorative history is, in effect, an educational narrative about the history of Johnson C. Smith University's twelfth president. The research for this book involved conducting more than 75 separate, individual interviews for the book. The authors also utilized university records, Board of Trustees reports, presidential reports to the Board of Trustees, presidential speeches, various university publications, and local and national newspaper publications.





By Brian L. Johnson, Ph.D.



When Dr. Robert L. Albright, eleventh president of Johnson C. Smith University, gathered Johnson C. Smith University Board of Trustees members, administrators, faculty, staff, and students into Biddle Auditorium on January 5, 1994, to announce that he would join the Educational Testing Service in Princeton, N.J., as its executive vice president for research and programs little did the university community know that an arrow was already fashioned and formed for such a time as this — Dr. Dorothy Cowser Yancy. Besides possessing a very impressive and long list of academic credentials — including but not limited to becoming the first African-American professor to be promoted and tenured as a full professor at Georgia Institute of Technology in its School of History, Technology and Society and the School of Management, publishing numerous scholarly articles and cases, receiving

significant regional recognition as a labor arbitrator and serving in several consulting and advisory roles to governmental agencies, unions and companies — Dr. Yancy's unique preparation for the role of twelfth president of Johnson C. Smith University began well before her appointment. Unbeknownst to many, including Dr. Yancy herself, there were several more substantive and providential experiences that prepared Johnson C. Smith University's first female president for the institution's *Age of Infrastructure, Technology and Restoration*.

Dorothy Cowser Yancy was born to Mr. and Mrs. Howard and Linnie Bell Cowser. In addition to being a steelworker in Cherokee County, Alabama, in the town of Ball Play, Mr. Cowser was also a large landowner and farmer. (He received the Merit Farm Family Award in 1964 from Tuskegee University in recognition of outstanding accomplishments in agricultural community affairs.) Mr. and Mrs. Cowser were known throughout their community for their commitment to education and their support of the church through the distribution of milk, vegetables, and eggs to



persons within the community. They were also known for transporting the elderly to the doctor and on various errands. Perhaps more importantly, their generosity was evidenced in the many employment opportunities that the Cowders provided to farm workers and laborers, and where even little Dorothy played an instrumental role. Her many other farm-related chores such as picking cotton, gathering eggs, milking cows and rearing small calves and small piglets until they were ready for slaughter were expanded to include helping her father manage the farm payroll books after her sister made one slight miscalculation in underpaying an employee. And while such an oversight was understandable to most, Mr. Cowder — a man who paid particular detail to financial matters — immediately assigned the task of making employee payments to nine-year-old little Dorothy. In addition to managing the payroll, she hired employees. Dr. Yancy's daughter, Yvonne Cowder Yancy, remarked about her mother's recollections of this experience: "Mother hated cotton picking but my grandfather believed that it would breed a good work ethic in whoever did it."



Needless to say, such particular attention to financial matters has become part and parcel of Dr. Yancy's legacy at Johnson C. Smith University, causing some detractors to describe her fiscal management style as "efficiently strict." To her recollection, she never underpaid an employee on the farm, fearing her father's admonition that it would be better to overpay an employee rather than underpay someone who earned monies by the sweat of the brow. Yet and still, in spite of handling such an enormous responsibility at such an early age, she easily earned the respect of the workers who appeared every week to receive their due. She managed this responsibility until she matriculated to Johnson C. Smith University in the fall of 1960, at what must have felt like the old age of 16.

After completing a notable educational career at the institution where she would become president nearly 30 years later (culminating in the receipt of the Bachelor of Arts in history and social science), Dorothy would go on to earn the Master of Arts degree in history from the University of Massachusetts-Amherst, where she would be the first African-Amer-

ican woman to graduate from the Department of History. She subsequently earned a doctorate in political science from Atlanta University. After a brief stint as a professor at Hampton University among other places, she began a 22-year tenure at the Georgia Institute of Technology. To be sure, while a long distinguished career within a top-flight American university with accomplishments in both research and teaching to boot is no insignificant training ground for a university president, it was under the administrative mentorship of Dr. Joseph Mayo Petit, the late president of Georgia Institute of Technology, where she began to unwittingly fashion the presidential acumen to serve her beloved alma mater.

Often deeply engrossed in conversations with Dr. Petit about the handling of university affairs, with her young daughter running around the office, the times spent under Dr. Petit's tutelage was invaluable to Dr. Yancy. She came to better understand the academic infrastructure necessary for a modern university — not only from the standpoint of a university professor — but from the standpoint of a university administrator. She exercised her developing skill set when she was appointed Associate Director of the School of Social Sciences within the Georgia Institute

of Technology. Though she initially resisted the appointment at Georgia Tech because she felt that her advocacy on behalf of African-American students at Georgia Tech would be frowned upon, she accepted the position. Serving as the associate director within such a formidable institution of higher education allowed her to utilize her credentials as a political scientist and regionally-recognized arbitrator to handle employee grievances and conflict resolutions, work with professors, and manage a university budget. And these experiences, which were added to an already successful professorial career, readily positioned Dr. Yancy for what would clearly become one of her most important preparatory roles prior to returning to Johnson C. Smith University.

In the fall of 1991, Dr. Yancy was appointed to serve on Johnson C. Smith University's Board of Trustees. Armed with professorial and administrative experiences (and a considerable breath of professional relationships both within and without the academy), she eagerly returned to the place where her academic career began with the hopes of assisting the institution for its entry into the 21st century. Shortly after her appointment to the Board of Trustees, Dr. Yancy was called upon to chair a board-appointed strategic planning



committee that produced a little-known but all important document in the annals of Johnson C. Smith University's history: "The Johnson C. Smith University Board of Trustees Strategic Planning Committee Report — April 3, 1993." In effect, this 1993 document completed under the direction of the institution's future president, provided an outlay of the university's strengths and non-strengths for the coming century; this outlay would inevitably provide both Dr. Yancy and Board of Trustees members with intimate familiarity of the university's existing infrastructure, resources, and personnel.

The committee performed the following tasks on behalf of the university:

1. It reviewed the mission of the university.
2. It defined the vision of the university.
3. It defined the type of student the university should seek for future enrollment.
4. It evaluated the Centers of Excellence for the Board of Trustees' validation.
5. It benchmarked administrative,

faculty and staff compensation to establish competitive profiles.

6. It reviewed the new Financial Planning Model.
7. It reviewed the campus-wide information management systems project.
8. It reviewed the programs of the Office of Development.
9. It defined the type of persons who should be recruited to be members of the Board of Trustees.
10. Finally, it reviewed the Master Plan.

Most importantly, the carefully typewritten 27-page document not only demonstrates a mastery knowledge of the university's inner workings, but it foreshadows—along with Dr. Yancy's many other experiences—what the chroniclers of this historic presidency have coined to describe the accomplishments and challenges of her tenure at Johnson C. Smith University — *The Yancy Years: The Age of Infrastructure, Technology and Restoration*.

**T**his commemorative history is not an attempt to exhaustively etch into history all of the successes and trials of Dr. Dorothy Cowser Yancy's presidency. (A more full-length biography and / or history waits to be written by the person to whom she passes all of her important personal and professional papers.) Nevertheless, the history set out in these pages is designed to present a slightly more intimate and educational narrative of Johnson C. Smith University's twelfth president.

It seeks to educate, enlighten, and enrich persons who seek an understanding of what took place during this period under Dr. Dorothy Cowser Yancy's pivotal leadership. Undeniably, Dr. Yancy's academic training as a historian and political scientist, making her both theoretician and pragmatist, naturally leads many friends and alumni of Johnson C. Smith University to see her as a magnanimous, yet

stand-alone figure, whose accomplishments simply tower above everyone within Johnson C. Smith University's small, yet not insignificant domain.

Nonetheless, contained within every single accomplishment by Dorothy Cowser Yancy — prior to, during, and well after her historic presidency — is a simple message that matches the earnestness she exhibited as a farm girl in Ball Play, Alabama, a professor and administrator at Georgia Institute of Technology, a committed Board of Trustees' member and life-long devotee of her beloved alma mater: it was all done for the benefit of Dear Ol' JCSU. It is the authors' hope that this narrative equally conforms to the message's simplicity and captures not the perception, but the person and the presidency of Dr. Dorothy Cowser Yancy, twelfth president of Johnson C. Smith University.





## PART I (1994-1998)

By Brian L. Johnson, Ph.D.



In sum, Dr. Yancy's presidency was the first in Johnson C. Smith University's history to operate in email, not memoranda," Frank Parker, director of instructional technology suggests. And without question, Dr. Dorothy Cowser Yancy embodied a 21st century presidency. Her biographers and University historians will find her historical record in emails, not personal handwritten letters and journals (aside from the small calendar notebook she keeps within her purse filled with untold treasure.)

And in many ways, such a technologically-driven mode of communication woven within a state-of-the-art fiber optic infrastructure was precisely what Dr. Yancy promised, and subsequently delivered, as she began the first and shortest phase of her presidency, the period dating 1994-1998. In April 1995, after a week

filled with inaugural activities, the most prophetic speech would not be Dr. Cornel West's lyceum lecture venerating the hope and promise of Johnson C. Smith University's first female president, but Dr. Yancy's inaugural speech. Titled "Restructuring to Enhance the Educational Experience: Paradigms for the Next Millennium," this now prescient text was the twelfth president's near exact blueprint for a 21st century university poised to give flesh and blood to the skeletal infrastructure that had its beginnings within this first phase of her 14-year presidency.

Dr. Don Mager's poem, "There's Work to Do," which was commissioned for Dr. Yancy's Presidential Inauguration, captured the profundity of the monumental task that lay ahead for both Dr. Yancy and the Johnson C. Smith University community:

Some will say, today we begin a new year,  
a season of starts,  
Initiatives, bold first steps, indeed, a new  
direction, new wisdom,  
New voice. But has not this wisdom long  
since been planted and



Were we not the very nurturing soil of its  
 strong early growth?  
 And has not this voice already been at  
 work guiding and goading and  
 Urging us forward now for a long, long  
 while? [...] So what are  
 we here to inaugurate after all? Are we so  
 careless, so thoughtless,  
 So comfortably settled in that we dare  
 say- "Once upon a time" and  
 "ever after." Just leave it there? We know  
 better. Here she steps out!

bloom, seed, roots, leaves-the whole in  
 the part, the part in the whole  
 future and past, history and vision-time's  
 movement-time's movement  
 fruition in promise and promise in the  
 fruit-for ours is the occasion of abun-  
 dance...of demand..."Get up, get go-  
 ing, there's work to do."

Make no mistake, installing any  
 new infrastructure, whether technological  
 or fiscal, first requires a thorough investiga-  
 tion and excavation of the former. And  
 while such investigative work was partly ac-  
 complished while serving as a member of  
 the Board of Trustees' Strategic Planning  
 Committee, Dr. Yancy's much more prag-  
 matic sense is evidenced through one of her  
 first remarks to the then Vice President for  
 Finance, Elliot Robinson, "Show me the  
 books." Such a statement is quite telling for  
 the farm girl from Alabama who distributed  
 paychecks to farm workers. It not only



*The crowd claps to welcome Dr. Yancy as the twelfth president of Johnson C. Smith University at her inauguration.*

demonstrated the sense of attention and concern that she sought to give to the fiscal security of the university, but it also displayed the fierce tenacity and persistence that would characterize her presidency. One long-time faculty member recounts, "Faculty and staff members were very surprised to see an African-American female display such an aggressive approach to putting infrastructure in place." Such sentiment was echoed by Dr. Yancy herself in her first formal Presidential Report to the Board of Trustees on October 21, 1994: "We ended the fiscal year June 30, 1994, with a balanced budget and monies to place into the Fund Balance. What a relief!! Nevertheless, funds are still tight and we have entered this fiscal year with one of the lowest contingencies ever. We continue to be frugal and we will get as much as we possibly can out of each dollar spent."

It is very difficult to appreciate

Dr. Yancy's personality, bearing, and approach to the institution's technological and financial infrastructure. In the fall of 1994, the semester she officially entered her presidency, faculty and staff would be both surprised and annoyed about the new direction. Everyone did not openly embrace the concept of technology and changing the way things had always been done. (There was an equal mix of enthusiasm with a healthy dose of skepticism as to whether or not this could happen. Yet, the historical record would have the final say in this regard.) Shortly after Dr. Yancy's October 1994 election to the presidential post, Student Government leaders were leading rallies challenging the new administration to take their beloved university to a higher plane academically. What the students didn't know was that the university was overcoming a meager \$14,000 in unrestricted university funds at the conclusion of the previous fiscal year. Such challenges were not new for historically black colleges and universities, which under the stewardship and direction of great presidents, managed to stay afloat in the face of often unfair criticism and societal forces compared to similarly-situated majority institutions.

So when the president turned professor, she summoned student leaders to her office and challenged them to thoroughly read a passage from W.E.B. Du Bois's *The Souls of Black Folk*. Apparently mis-

understood by the students, she gently but firmly encouraged them to re-read it, without once referring to the somewhat uncertain financial future for the university. (Such a remonstrance would later lead one of those student leaders to go on to publish two books on W.E.B. Du Bois, and to move from SGA vice president for academic affairs to the university's associate vice president for academic affairs 12 years later.) And one could expect no less from a woman whose parents taught her to "always assume that someone is brilliant until they demonstrate otherwise." This adage was confirmed by a group of JCSU professors as part of Dr. Yancy's management style.

Described as an "intellectual combatant," Dr. Yancy forced others to ground assertions upon research and findings, as well as best practices. Frank Parker described one particular episode when they were working together on a grant. "She called me on the telephone, raising questions about several items I proposed in the documents. We were going at it with one another and I stood my ground. When I finally realized that she was actually using her cell phone in the discussion while simultaneously driving back from Atlanta, I realized that indeed this was an impressive president. Nevertheless, I told her that I refused to ever have such an intellectually engaging conversation with her while she is driving and reading again. What I learned



from this experience was that Dr. Yancy never desired 'yes' men and women to surround her, but persons who could put forth carefully reasoned and grounded opinions that she could support. This was the key to working with Dr. Yancy."

All the same, this temperament led Dr. Yancy to begin a rather dogged assessment of the institution's financial infrastructure, including discovering what personnel were necessary to assist the institution in its fiscal and academic operations. An example of such was documented in a board resolution passed on January 13, 1995, at the beginning of Dr. Yancy's second semester in office (and first full semester as president), when an audit revealed that "the Budget Analyst is currently spending 95% of his time processing requisitions rather than performing analytical and accounting duties that he has the credentials to perform." As a result of this information, a new position was established, Accounts Payable Fiscal Assistant, to "allow the duties and responsibilities of the Budget Analyst to be fully functional and relieve the conditions noted by the auditors." Decisions such as this enabled the university to receive statements of "Unqualified Opinion" and "No Reportable Conditions" from the auditors as Dr. Yancy entered into the first full academic year of her presidency, the year 1995-1996.

To be sure, the first nine months of her presidency, 1994-1995, were not without significant milestones and achievements towards Dr. Yancy's commitment to technology, infrastructure, and restoration (albeit occurring within a shortened year). Prior to Dr. Yancy's arrival, the university had already offered a five-year dual degree Engineering Program in cooperation with the University of North Carolina at Charlotte, for which the university was the proud recipient of the Certificate of Excellence for Enhancement of Undergraduate Teachers as part of the Theodore M. Hesburgh Award for Faculty Development, administered by TIAA-CREF. Yet it was in the fall of 1995 that "JCSU took a giant leap into the world of advanced technology."

At the year's onset, Dr. Yancy quickly implemented a "Computerization Strategy" that would reinvigorate a working relationship with IBM Board of Trustees member Mr. Monroe Miller, who previously served as IBM's vice president of Human Resources, Networking and Hardware. On August 3, 1995, he spent the day with the university's technical team, reviewing the existing computerization strategy. This initial visit resulted in a subsequent visit on September 20, 1995, when IBM executives and the university's Executive Cabinet assessed the university's hardware, networking, and manpower needs. At the September meeting, IBM agreed to assist the

university in revising its Computerization Strategy, pinpointing specific needs, and developing a partnership in an effort to complete the campus computerization program. Such a joint effort became particularly notable when on August 16, 1995, Johnson C. Smith University became one of 19 historically black colleges and universities on the global Internet. All the same, the Computerization Strategy would come to represent the most important piece in implementing the lasting technological infrastructure that the institution enjoys today.

One of the lasting accomplishments of Johnson C. Smith University's eleventh president, Robert L. Albright, was his contracting with IBM to develop plans for the infrastructure and installation of the campus backbone for the future — namely the university's fiber optic cabling. And Dr. Yancy would continue the relationship with IBM, moving it forward. The university also entered into a joint partnership with Microsoft in an effort to improve the efficiency of campus operations. In addition to generous contributions of software and technical assistance, Microsoft was a key player in the development of a summer New Technology (NT) Training workshop. The NT certification earned by JCSU became a valuable commodity within a more technically competitive job market which was quickly upon the university with the coming of the 21st century. Easi-

ly the more valuable investment for JCSU was the fiber optic cabling that was installed from building to building using 24 strands of multimode cable and 12 strands of ATM cable. The university installed 24 wiring closets and racks and the necessary equipment to begin intra-building network development, thus providing the framework for the campus backbone. This infrastructural development phase included the installation of a campus CBX that provided for improved communication capability and network backbone development.

The decision to install the CBX created an opportunity for Bellsouth to install 12 strands of fiber optic cable to the CBX, providing the university with T1 capability for telephone and WAN projects. Through a National Science Foundation grant, the university added a Cisco router and installed a T1 circuit for Internet access. Also, the university began upgrading its network to provide for multiple file servers, with one such server eventually supporting the campus site license of the Microsoft family of software. A re-education campaign was implemented to train JCSU faculty, staff, and students about the changing state of the university's infrastructure. This change represented a bridge from an archaic past into a technological present (and future).

In an effort to improve services to the university's students and to improve



administrative processes, the university installed a new computer software operating system. This CMDS package was an integrated database that supported admissions, registration and records, advising, financial aid, residential life, security, human resources, payroll, development, accounts payable, accounts receivable, cashier, administrative purchases, and the general ledger. In the fall of 1996, the installation process proceeded with financial aid, admissions and registration modules. Needless to say, the Computerization Strategy paved the way for many of the university's subsequent successes in the areas of technology and infrastructure, including the establishment of the Center for Information Services.

Dr. Magdy Attia, director for the Center of Technology and Interim Dean of Professional Studies, reflected upon the academic year 1995-1996: "Dr. Yancy was a visionary, pure and simple. Whether her vision was forged within the crucible of her experiences at Georgia Tech or not, it is clear that she was deeply influenced by it [...] it is my sincere hope that the university's Board of Trustees considers naming the Technology Center after this magnificent lady." Frank Parker, the first coordinator of the school's Information Services division expressed as much, "She possessed the fortuitous instinct that the university would need to possess these things in order to be a significant player in the 21st century

and when it is all said and done, those who have truly misunderstood the woman's accomplishments, will finally come around." In addition to those changes being made to the university's technological, fiscal and physical infrastructure in 1996, Dr. Yancy made several organizational changes designed to improve the efficiency of what was assuredly becoming a more modern university under her direction.

She reorganized the Division of Academic Affairs into the College of Arts and Sciences and the College of Professional Studies. The Division of Lifelong Learning was aligned with Academic Affairs, where continuing education credits were offered. The program gained significant emphasis, which positively impacted enrollment and moved the university in step with the national trend of responding to the needs of non-traditional students. Dr. Rosalyn Jones would become the university's first dean of Arts and Sciences, and Dr. Hampton Wright would become the university's first dean of Professional Studies. These improvements and changes within the university's infrastructure would not go unnoticed from prominent organizations. In a most radical departure from their regular grant-giving practices, the John D. and Catherine T. MacArthur Foundation awarded the university with a \$750,000 "genius grant." The MacArthur Foundation awarded this one-time, no strings at-



*Dr. Yancy during her first commencement as JCSU President.*

atched award to six liberal arts institutions that had shown a certain “genius” towards educating its students. JCSU was one of six United States colleges to receive this first time grant and it was the only historically black university to receive one. At the same time, Johnson C. Smith University also received the largest single endowment in its institutional history when The Duke Endowment granted \$2 million for the James B. Duke Scholars program, which supports the university’s most gifted students. Still further, the institution received reaffirmation by the Southern Association of Colleges and Schools (SACS) as a level II school. (This would be the first of two reaffirmations to occur during Dr. Yancy’s tenure, the second of which would yield a

letter from Commission on Colleges President Dr. Belle S. Wheelan which read, “no additional report was requested” from the university, meaning all of its documents were in order.)

Many more changes within the university’s physical structure were also implemented during this period of Dr. Yancy’s presidency. One particular change was the installation of the university’s ornamental (wrought iron) fence around the campus perimeter. While the public perception of such a fence suggested that the university was cordoning itself off from the surrounding local community, Dr. Yancy believed the measure was necessary for security reasons on behalf of students: “The administration had been advised by the Director of Security that the construction of an ornamental fence would add to the ability to secure the three residential halls located between Dixon Street and Beatties Ford Road,” Dr. Yancy said. “This construction established a perimeter for the university property, it substantially eliminated the ability to scale fences to enter the university property and most importantly it improved student perception concerning what was commonly described as an ‘insecure environment.’” New lighting would also be added to the campus to assist with safety concerns.

Still further, 1996 brought a much needed facelift to Biddle Hall — the



very symbol of Johnson C. Smith University. Constructed in 1883, the exterior was completely tuck pointed in 1996. A much more extensive Biddle renovation project would occur later in Dr. Yancy's presidency, which led to administrative offices being relocated for nearly two and a half years. Remarking upon the changes to Biddle during her Presidency, Dr. Yancy stated, "I love Smith, and Biddle in many ways is its manifestation. I remember having classes where the president's office is now located. I felt a deep and abiding sense that if I did not accomplish anything else, I would restore this historic building to the grandeur it once held at its beginning."

One faculty member, remarking about such aesthetic decisions, said that "perhaps it took a woman's touch to implement a solution that was both aesthetic and practical." Yet, it would not become the legacy of Dr. Yancy to be known as a president who possessed a woman's touch in aesthetic matters. Transcending gender stereotypes, male or female, she became a formidable figure in the area of fundraising to supply much needed facilities and improved infrastructure, pledging to complete Johnson C. Smith University's \$50 million "Campaign for the 90s." For it would be funding (not flowers) that would ensure that the university could secure the necessary facilities and infrastructure to help stabilize its plans for a sound technological

infrastructure.

The end of the 1997-1998 academic year marked the conclusion of a successful five year Capital Campaign, where Dr. Yancy surpassed the \$50 million goal set initially by former President Albright and the Board of Trustees. Dr. Yancy not only fulfilled the former president's unfinished goal to raise \$50 million, but she overwhelmed the university community by collecting \$63.4 million. With the accomplishment came the dedication of a \$4 million new Technology Center on October 23, 1998. Part of the funding for the Technology Center included a \$1.4 million grant from the National Science Foundation that became the single largest federal grant received in the institution's long and storied history. The three story, 23,000 square foot building would be a shining testament to the university's commitment to a new frontier of education, research, and community involvement.

The center would provide state-of-the-art instructional areas - four modern classrooms, a technical workshop, and nine specialized ATM-networked computer laboratories. Moreover, there would be a 68-seat video teleconferencing auditorium and a 17-seat executive center with the same technological features, as well as research offices and a technical library. As a result of the facility, the university initiated technical relationships with various branches of

government including NASA, The Department of Defense, The Department of Transportation, and The Department of State. The center has also been the springboard for new courses and programs in every discipline. "It was intentionally designed and equipped to offer students cutting edge training on rapidly advancing technologies across all disciplines," said Dr. Attia. The facility encouraged more student and faculty research projects and served the Charlotte metropolitan business community in the area of research and training. Another benefit of the center was increased proficiency with educational technology, which led to the establishment of a Computer Help Desk Center in January 1998.

In March 1998, three university representatives were sent to Seton Hall University to attend a technology assistance workshop. By April 1998, the Student Technology Assistance Program was in its nascent phase. The program led to a summer computer boot camp, which trained student technology assistants to staff the Help Desk and manage JCSU's computer labs. JCSU was the first historically black university to conduct such a boot camp and to establish a pilot campus for the Teaching, Learning and Technology affiliate of the American Association of Higher Education. Dr. Attia, who would play a pivotal role in this center as its first

director, declared, "The Technology Center will be the most visible sign of Dr. Yancy's legacy. For the building will be a testament to the vision that she set forth to enable the university to accomplish what it previously could not in the areas of research and academic excellence."

The other visible signs of the university's capital campaign (and Dr. Yancy's legacy) would be the renovated and expanded James B. Duke Memorial Library and the new freestanding Irwin Belk track and field-stadium/academic complex. The library underwent a \$7 million dollar renovation and expansion project designed to create a facility that would be fully capable of handling the student and research needs of both faculty and students well into the 21st century. The facility would come to include state-of-the-art access to online services and research journals, and it would contain the most modern computer labs and study carrels for that time. (And it would possess the university's first modern archives with the most up-to-date archival technology.) Visually, the library would also offer a panoramic view of Beatties Ford Road, the main thoroughfare past the campus. And clearly the new addition and renovation became a proud contribution to the Charlotte architectural mix.

To be sure, there were many congenial conflicts about whether to simply build an entirely new library or to simply





*Dr. Yancy poses with Dr. Cornell West who spoke during her inauguration in 1995.*

renovate the existing library. Dr. Yancy recalled, “I really had to convince the Board of Trustees members that in the age of technology, building size and space were not more important than technological storage and access capabilities . . . the university already had in place 21st Century fiber optics that would support the kind of library that I envisioned, and therefore, I believed that the monies would be better spent on technological infrastructure for the library instead of physical infrastructure. I told them that I would be ‘peeling’ the existing library and in effect they thought I was going to build a new structure rather than renovate the existing structure and thus saving money and increasing the library’s technologi-

cal capabilities.” In 1996, the Board determined that the university would not construct a new library but would renovate and expand the current facility. Nonetheless permission had to be sought from grantors who originally provided funding for a new library in 1993.

In 1993, the university had received a \$1 million dollar Bush-Hewlett Grant for the purpose of building a 75,000 square foot library. On April 1, 1996, Dr. Yancy had to make a personal trip to the foundation to request that the funds be used to renovate and expand the current facility. She also requested that a study be conducted to prove whether or not the institution needed the full 75,000 square feet of space. After reviewing the requests, the foundation asked for a new proposal and hired a consultant to conduct the study. It was determined that the university only needed 54,000 square feet of space and that the present facility could be renovated and expanded to meet the needs of the university — particularly with Dr. Yancy’s new emphasis upon technological infrastructure. The changes agreed to by the foundation were as follows:

“To permit Johnson C. Smith University to use Bush-Hewlett funds paid in 1994 but not used for construction of a new library, to be used instead for the expansion and renovation of the university’s existing library.

To require that the university not spend any Bush-Hewlett funds for the library expansion and renovation project until it provides certification acceptable to the Bush-Hewlett foundation that it has sufficient funds to complete the renovation project essentially as presented to the foundation's staff and consultants in Charlotte on January 8, 1997 and as amended in the project design schedule dated January 15, 1997, as prepared by Harvey B. Gantt, Gantt Huberman Architects.

To require that the university return to the Bush Foundation by June 30, 2000, any Bush-Hewlett funds not spent for the designated purposes before January 1, 2000."

Another \$7 plus million project would also be completed under Dr. Yancy's watch — the Irwin Belk Complex. Mr. Irwin Belk, a retired officer of the Belk Group of Stores, was head of the Belk Group that magnanimously contributed a challenge grant of \$1 million, the largest gift the university ever received from a living individual, to complete the sports and academic complex. An avid track and field fan, Mr. Belk also took a leadership role in helping to raise the final funds required for a first class facility. In addition to these very important roles, Mr. Belk commissioned the special bronze "Golden Bull" statue that now overlooks the entire complex. The statue was at a cost of nearly

\$250,000 and it is the largest cast bull in the world. (The base of the bull alone was \$100,000.)

The Irwin Belk Complex has since enabled the university to develop a comprehensive Community Wellness Program for students, faculty, staff, alumni, and community members. Classrooms and conference areas allow instruction in a variety of forms that demonstrate a dynamic curriculum in health and wellness concepts. Physical education laboratories were included for testing and screening programs for health risk appraisals, fitness testing, weight management, and certification programs such as first aid and aerobic training. The focus upon campus and community wellness in the curriculum, with faculty serving as practitioners and advocates for wellness, became a central area for the university as a result of this new facility.

In addition to these initiatives, the complex hosts the university's football team's home games. When the team took the field within the new complex, the CIAA contract with the Russell Company ensured that they would run onto the field with new uniforms. Yet and still, the construction of the complex would not be without its own unique problems and challenges that were unanticipated. The location selected for the new complex was inherently flawed, and would require an additional \$1 million to be spent on re-



taining walls, earth removal, and drainage. After the complex was finished, a stress test was performed and the resulting analysis indicated that there was a problem. Dr. Yancy reminisced, "The geological studies showed that the construction site was one-third rock, one-third land fill and one-third swamp. We had to hire another contractor, architect, and engineer to complete the project. People were upset that we were not able to open the complex sooner, though it appeared finished. Like always, I had to deal with reality and not the perception." As a result of a combination of efforts between the university and the County of Mecklenburg, the complex would finally be completed and the impressive structure would be lauded by city and state officials alike as a complement to the surrounding Charlotte area.

In her attempts to install and restore fiscal, technological and physical infrastructures for the university, Dr. Yancy did not omit attempts to instill its students with the moral fiber of the institution during the last year of the first phase of her presidency, 1997-1998. On September 24, 1997, the John Templeton Foundation announced 134 colleges and universities named to its 1997-1998 Honor Roll for Character Building Colleges during a luncheon attended by more than 300 people, 24 of whom were members of the U.S. House of Representatives. Johnson C.

Smith was among the 134 colleges named. Six acknowledged leaders in the fields of college student development, moral growth, and campus life selected the 1997-1998 Honor Roll Institutions. The selection panelists included Helen S. Astin, professor of higher education at The University of California at Los Angeles, Arthur W. Chickering, visiting distinguished professor at Vermont College of Norwich University, Jon C. Dalton, vice president of student affairs at Florida State University, Nathan Hatch, provost at University of Notre Dame, Gertrude Himmelfarb, professor emeritus at Brooklyn College and the Graduate School of the City University of New York, and David Myers professor of psychology at Hope College.

Such a distinction was welcoming news for the Presbyterian Church (U.S.A.) which possesses a historic relationship with Johnson C. Smith University. While JCSU was no longer a church-related institution, the PCUSA desired to make connections so that the historic relationship could continue. Therefore on September 10, 1997, Lewis W. Bledsoe, pastor of Steele Creek Presbyterian Church and chair of the Institutions Committee for Charlotte Presbytery, submitted to the university a "Covenant of Understanding." Since the document was similar in form and substance to those for church-related schools, the university under Dr. Yancy's di-



Dr. Yancy plants flowers as part of JCSU's Family Day Activities in 1994.

rection, instead opted to draft a "Memorandum of Understanding" to be considered in lieu of this document.

Dr. Yancy's efforts on behalf of her alma mater would finally yield its most abundant fruit, when in the fall of 1998, Johnson C. Smith University's enrollment reached 1,443 students, the institution's highest enrollment in 20 years.

As the first phase of Dr. Yancy's presidency came to a close, she offered a very candid assessment of the many challenges that would still confront the university. Prepared to enter the fifth year of her presidency during the fall of 1998 with overwhelming successes and momentum, the university's twelfth president still un-

derstood that there remained "much to do" towards realizing an *Age of Technology, Infrastructure and Restoration* at Johnson C. Smith University:

"As competition for new students and retention of existing students becomes more critical, it is incumbent upon the Administration to address the underlying issues that affect those trends. The appearance and maintenance of buildings and grounds, the knowledge and professional/courteous service provided by employees, timely/accurate issuance of financial aid/scholarship packages, quality food service, quality academic programs, an engaging campus activity program, adequate access to technology and centers of academic excellence are many of the services that have a significant impact on the university's ability to manage enrollment. We are methodically addressing these components of enrollment management within the resources available. The wisdom and guidance of the Board is greatly appreciated as we seek appropriate ways to recruit and retain students."

In spite of such a sobering assessment of the challenges that lay ahead for the university, an outside testament to Dr. Yancy's direction in this first phase of her presidency brought immense joy to the university's Board of Trustees, administrators, faculty, and staff. In a March 14, 1997, news story bearing the headline "Historical-



ly Black Presbyterian Colleges Struggle for Survival,” the article discussed “the crisis at Knoxville College.” It praised Johnson C. Smith University’s newfound direction in a sidebar titled, “Dynamism and Pride at Johnson C. Smith University.” The brief read: “Not all the [Presbyterian] denominations’ black colleges and universities are in crisis or in the process of pulling out of a financial tailspin. Founded in 1867 by the Presbyterian Church (U.S.A.) Johnson C. Smith University in Charlotte, NC, remains one of the nation’s oldest and strongest historically black colleges and stands as a shimmering manifestation of black pride and achievement.” The report expressed further, “Under the guidance of its president, Dr. Dorothy Cowser Yancy, the university continues to prepare the leaders of the next century while honoring the traditions and culture upon which the nation’s historically black colleges were conceived and nurtured.” Yet, the report’s closing statement is perhaps the best outside testimony for what Dr. Yancy sought to achieve during this period:

“Getting its students ready for the future through technological investments also remains university strength. For example, the university’s new technology center, for which ground was broken in the spring of 1996, will house laboratories, research offices, a teleconferencing hall, a technical library, an auditorium and classroom.

‘In order to be competitive and recruit, you have to be able to provide students those things which they had in middle and high school and are not about to do without in college,’ Yancy said. ‘We have to be able to provide a support system so that they can come out of here with a meaningful college education.’”

Dr. Yancy’s first phase of presidential leadership would eventually evolve into a 14-year presidency that would accomplish exactly what she desired. For surely, her 21st century vision involving technology and enhanced infrastructure provided a “support system” that the institution might now rely upon for many years to come. The following achievements demonstrate the substantive and longstanding impact of Johnson C. Smith University’s twelfth president:

From 1994 to 1998, Johnson C. Smith University achieved in each fiscal year a balanced budget and unqualified audit opinion.

The university endowment on June 30, 1994, was \$14,954,602 and on June 30, 1998, the endowment had grown to \$29,262,236.

Between 1994 and 1998, the university maintained the highest Dunn and Bradstreet rating available for colleges and universities.

In 1995, the university received the largest construction grant — \$1.4 million — in

the history of the institution.

Funds received from competitive federal grants increased from \$1,620,648 in 1990 to \$5,491,234 in 1995, representing a 239% increase.

In 1994, alumni giving totaled \$329,158 and the average gift was \$403 with 13% participation. In 1998, alumni giving totaled \$716,496 and the average gift was \$619 with participation at 19.9%.

In 1994, the university bad debt was \$686,233 and in 1998, the bad debt was \$458,802. This represented a 34% decrease.

Between 1994 and 1998, the university FFEL default rate declined from 26% to 17.9%. This achievement was a result of a newly implemented institutional default management program.

In 1994, the Perkins default rate was 27.9% and in 1998 it dropped to 24.4%.

Between 1994 and 1998, applications increased by 20%. In 1994, there were 2,045 applications and in 1998, there were 2565.

In 1996, the university was reaffirmed for 10 years by the Southern Association of Colleges and Schools.

In 1996, the Campus Security Department was certified by State of North Carolina.

In 1995, the Center for Information Serv-

ices was established to be responsible for training faculty in the use of technology in instruction. The center serves as a support service for the infusion of technology into the curriculum.

During this period, the university established 25 computer labs that housed a total of 400 computers to supporting the technology needs of students. The labs provided varying degrees of hardware and software and ranged in age from one month to 10 years.

The university's Community Service and the university's Service Learning programs were implemented in 1994.

In 1994, registration was computerized and centralized in the Jack S. Brayboy Gymnasium.

In 1995 and 1996, the Faculty Handbook and Policies and Procedure Manuals were developed to create common-place academic standards for tenure, among other things.

Major structural repairs were made to Carter, Liston, Berry and Duke residence halls between 1994 and 1998.

During the fall of 1994, the campus technological backbone linking all primary facilities and planned building sites was completed. Fiber-optic cabling was installed from building to building, providing 24 strands of multimode and 12 strands of ATM cable. Also included in



*Dr. Yancy, circa 1994*

the infrastructure development phase was the installation of a campus CBX that improved the telephone network capability, and offered voicemail to administrators, faculty and students. The decision to install the ROLM CBX created the opportunity for Bellsouth to install 12

strands of fiber-optic cable to the CBX, setting the stage for the university to add T1 capability for telephone and WAN projects. A CISCO router was added and a T1 circuit was installed to support Internet access. During the fall of 1995, the university completed intra building wiring with a category-5 cable, linking all administrative and academic buildings to the campus backbone.







*PART II. (1998-2003)**By Sharon Raynor, Ph.D.*

**D**r. Yancy's 1995 Inaugural Address foreshadowed the second phase of her presidency, when in her own words, she focused on a celebration of a new era at Johnson C. Smith University that would emphasize Restoration, Redevelopment, and Projections with a theme of "Restructuring To Enhance The Educational Experience: Paradigms for the Next Millennium." This address focused on a part of the master plan or blueprint that she envisioned for JCSU. She stated: "I would like a new science and technology building. I would like to see us fully connected to the information highway." Knowing the challenges of seeking and securing funding for such a space and then determining the location, Dr. Yancy prepared herself to face the possibilities. Her foresight motivated her to create the infrastructure, and then the programs and grants would follow.

In 1999, Dr. Yancy's vision continued to manifest itself within the realm of technology. NASA's Glen Research Center in Cleveland, Ohio, selected JCSU as a primary research location for investigating passive millimeter wave-imaging using super-resolution. JCSU was assisted in this endeavor by Moscow State University, Russia, and Georgia Tech Research Institute. The university has high expectations for this research that should earn the Technology Center the title of "NASA Center of Excellence in Radio Vision." NASA awarded the project more than \$250,000. The long-term project allows researchers and scientists to work on perfecting passive millimeter-wave imaging, both by refining the technology itself and by using computer algorithms to enhance image resolution. The technology would allow airline pilots to navigate in bad weather by improving visibility. The continued goal is to develop a system that can be put in the control tower or in the airplane cockpit so pilots can actually see runways in bad weather. With the numerous other benefits of such a program, JCSU would be instrumental in the



history of this research. Dr. Magdy Attia, director of the Technology Center, stated: "This is a dream to have high-tech research performed at the Technology Center. Establishing a partnership with NASA and Moscow State University shows their confidence in our capability. If we didn't have infrastructure, they would not have agreed to work with us." The groundwork began for this initiative as early as 1995. Dr. Yancy signed the joint research and exchange agreement with Moscow State University to become the first and only HBCU to have such an agreement with an elite Russian university. She then traveled to Moscow with her delegation team, Dr. Attia, Col. Ronald Fontenot, UNCF/Department of Defense, and Dr. Chris Papanicopolous, Georgia Tech Research Institute. The passive millimeter wave-imaging initiative is a result of that meeting. About this initiative, Dr. Attia said, "This is the result of planning, leadership, collaboration, and insistence to succeed, to implement the mission of the Technology Center, which is threefold: education, research and training."

Dr. Yancy's plans also included, as she stated in her inaugural address, "I would like to add more books, periodicals and technical resources to the library, as well as build a state-of-the art facility." During the 1999-2000 academic year, this vision had come to pass. The newly renovated James B. Duke Memorial Library was ded-

icated and opened in March 2000. The \$7 million project included more than 400 data ports for Internet access. Prior to this innovation, Dr. Eugene Hermitte, a tenured history professor of 34 years, recalls walking the campus counting every port in every building just to provide the faculty with a guide of available ports. He also remembers that the old library seemed crowded with basic utilities available but the new facility now provides all different types of learning spaces (study rooms, a learning lab, a curriculum lab, a multimedia presentation room, a viewing room, a listening room, and other features) with a physical attractiveness. Some of the JCSU family seemed surprised that it was a renovation because it looked like a new building. The new facility included updated archives and a Black Heritage Room. Dr. Inja Hong, who was serving as the director of Library and Learning Resources, said that the library has been "somewhat of a depository for many of the movements in which African Americans have played a role." After the retirement of U.S. Congresswoman Eva Clayton, she proudly donated her documents to the JCSU library.

In the 2000-2001 President's Report, Dr. Yancy stated, "As we navigate through the shifting goals and uncertain values of society, the Ship of Gold and Blue stays its course as charted by its historic and strategic mission. The university con-



Dr. Yancy receives a check from Southern Education Foundation representatives in 1999.

tinues to establish and execute excellence in innovative programs. In an earlier report, I told of my dream to make JCSU the nation's first HBCU to go laptop for every student. We all know that faith without works is dead; however, faith with vision and the requisite resources converging at the opportune moment can produce a possibility thought to be otherwise impossible." By this time, Dr. Yancy had already been named by *Black Issues in Higher Education* as one of the nation's top educators of the 20th century. Even though JCSU had been preparing for the implementation of "computer intensified learning" for over a decade, Dr. Yancy's technology-driven motivation solidified this preparation. With her new consideration as a "change agent," she was recognized for her motivation to make JCSU the first black university to integrate technology into the curriculum through mobile commuting. Frank Parker, JCSU Director of Academic Computing, remembers first meeting Dr. Yancy,

"She came after me with all four feet and made me go back and re-do my presentation on the same day."

He admits that it took awhile to get to know her, but soon found that she was very approachable and was strictly about business. He says he now knows her as the president who supported the inquiry of instructional technology, utilization of computers and technology in teaching and learning and within the life of teaching. "She wanted advancements in technology to support learning communities on campus that allowed us to sit in on that inquiry. The inquiry happened and she eliminated the problem of access; we got it and now we must ask, 'what are we going to do with it?' The questions changed to 'what are we going to do with the technology now that we have it?' How could we make learning and teaching happen with technology? Students contributed to the appropriation of technology use."

In the midst of this inquiry, Dr. Yancy knew the challenges that she would face in making JCSU a Laptop University. As stated from the Board of Trustees, "As we embark on the course of becoming a Laptop University in the fall 2000 semester, a number of challenges will be presented. The overall planning and implementation will have to be carefully orchestrated to provide assurance that the campus network will adequately support 1,400 student

users. Accordingly, financial resources will have to be judiciously allocated to support the costs necessary to achieve Laptop status. Other equally important issues such as faculty and staff compensation and deferred maintenance are challenges that require attention and strategic action. In these and all other endeavors, we continue to seek the wisdom and guidance of the Board and President Yancy, as the university moves into the millennium."

Despite the many challenges, Dr. Yancy moved forward and on March 26, 1999, a resolution was approved by the Board of Trustees that JCSU become a Laptop/Thinkpad University, effective the academic year 2000-2001. The rationale for the resolution was later conveyed by Dr. Yancy at the U.S. Senate Web-Based Education Commission on July 19, 2000, in Washington, D. C. She took the opportunity to share her philosophy on technology. She stated, "Given the rapid changes in technology and its proliferation in society, universities must respond to this challenge in order for their graduates to be competent and competitive in the global marketplace. Therefore, as a result, technology must be integrated throughout the curriculum and the learning experiences of students. It must also be infused in all aspects of their training. Although primarily a traditional liberal arts institution, Johnson C. Smith University (JCSU) realizes that liberal arts

students must be well-versed in the use of technology and how it relates to their professional development. JCSU is at the forefront of this integration into the academic training, student life, and workplaces of the university."

She further recommended that the Commission have "continued and increased federal funding as well as technical assistance be granted to small liberal arts colleges for the maintenance and upgrading of technology. Such allocations would be designated specifically for 1) infrastructure installation where it does not now exist; 2) upgrading and modernization of existing substandard infrastructure; 3) purchasing of software with the necessary licenses and hardware; 4) hiring and retaining of qualified faculty and support personnel in the field of information technology; and 5) continuous retraining of faculty in the pedagogical methodology and technology needed to maximize their instructional effectiveness." During 1998 to 2000, she decided to create a Campus Planning Committee made up of administrators, faculty, staff, and students for the laptop initiative. The university had also completed a Technology Strategic Plan that was funded by Andrew W. Mellon Foundation for \$250,000.

On August 21, 2000, JCSU began distributing laptops to all full-time students as it started the IBM Thinkpad Initiative. This continued Dr. Yancy's vision



and made JCSU the first Historically Black College or University (HBCU) to require laptops as standard equipment. Now being a Thinkpad University, JCSU was ranked among the nation's top liberal arts institutions with innovative technology. Launching the Thinkpad initiative at JCSU began a successful partnership and business alliance with IBM and Lotus, through the deployment of IBM's HBCU Diversity Thinkpad University/Lotus Notes Initiative. The \$20 million plus project mostly covered infrastructure costs. Costs of the leased IBM laptops were included in the students' tuition. After the opening of the library and the distribution of the laptops, the campus was outfitted with nearly 3,000 ports for easy access. Along with this, a group of Student Technology Assistants (STAs) began providing service for the Mobile Computing Center. Even after the initial success of the Laptop Initiative, Dr. Yancy soon discovered that the university was short of computers for the faculty and did not have enough server space.

She attacked the new challenges head on to address many of the issues that accompanied the university's new identity as a technologically advanced university. Thanks to a gift from the United Negro College Fund (UNCF), the university acquired 52 personal computers, 40 IBM laptops, and four servers within a few days. Dr. Yancy remarked, "Our program is differ-

ent because we are providing hardware, instructional software and services that are not being provided by other institutions." At that time, the university had approximately 80 academic courses that were web-based and web-assisted, and a full-service faculty development program assisted by the training office in the Department of Information Technology. Dr. Yancy showed that once again, she was able to push through unforeseen challenges.

Not only has JCSU earned the distinction of being the first historically black college to have the laptop program, but also the campus is recognized as an STA+ training model for the Teaching, Learning and Technology Group, an affiliate of the American Association for Higher Education (AAHE). One hundred percent of STA+ students graduate from college. JCSU made *Yahoo Internet Life Magazine's* top 50 most wired small colleges in the nation, and was the only HBCU ranked among the top 50. The listing was based on grades in five categories: infrastructure, student resources, web portal, e-learning, tech support and wireless access. JCSU scored a perfect "A" in the student resources category and in teaching/learning. Dr. Yancy's commitment to creating and building an infrastructure that could support technological advancements was proving successful.

The students received laptops with the latest Microsoft software and were



*Dr. Yancy shows Angela Harris how to use her laptop computer. Harris was the first JCSU student to receive a laptop.*

required to take a training session. John Norris, the director of information technology, and Rev. Dr. Jeffrey Smith, the vice president for student affairs and a religion professor, remember Angela Harris, a sophomore communication arts major from Richmond, Va., as the first student to receive a laptop. An official celebration of the initiative was held on campus August 30 of that year. Representatives from the United States White House, UNCF, IBM Corporate Headquarters, U.S. Congressman Mel Watt, local politicians, and the chairman of the JCSU Board of Trustees participated. JCSU received local, regional and national publicity. Once the laptops were distributed to the students, Dr. Hermitte re-

calls the faculty feeling a bit jealous since they still had older desktops. Students were able to do things that faculty could not, which began a technology gap. Faculty training on how to include computers in the curriculum allowed students to use laptops in the classroom. At the close of Dr. Yancy's journey as the president of JCSU, the long-term technology gap has been closed between faculty and students. Faculty members are now receiving laptops. On February 18, 2008, a mass delivery of laptops was distributed to the faculty, creating quite a buzz among faculty who have some of the newest computers at their disposal.

Another huge initiative in technology occurred when JCSU was awarded \$25,000 from UNCF to implement the Oracle database application. Frank Parker, director of academic computing, said, "Our main objective is to give our students a solid foundation in database design." JCSU faculty and staff will also have the opportunity to be trained in Oracle technology. JCSU began using IBM's DB2 in 1998, a leading database in the market. Dr. Yancy believed that the DB2 scholars program was one of the ingredients that put JCSU "on the cutting edge of information technology and helps keep us there."

Many faculty members describe Dr. Yancy as the president who actually cleaned the campus. She was known to pick

up trash, plant flowers, and bring an aesthetic beauty to the landscape of JCSU's campus. In her desire to beautify the campus, she was not against adding sights unseen. In October 2000, JCSU welcomed its permanent school mascot — a 20-foot-tall "Golden Bull." The largest bull sculpture in the world was donated by Mr. Irwin Belk and designed by the internationally acclaimed Swedish sculptor Kent Ulberg. The sculpture was commissioned by Mr. Belk in 1998. Completed two-and-a-half years later, it brought great pride to the campus, symbolizing "the tenacity of spirit of commitment of the JCSU family." While some faculty members thought it humorous at first, Dr. Helen Caldwell remembers the Golden Bull in the backdrop of the "Good Morning America" television program's appearance by Denzel Washington, who talked about watching his son set a football record. While the actor never mentioned that his son played in a game for Morehouse College against JCSU, the Golden Bull mascot in the background, towering over the city, was enough to identify the place.

Dr. Yancy's aesthetic values are attributed to being a "sharp dresser" and having a keen eye for detail. She is described, by Dr. Caldwell, as a woman who "carries the sensitive spirit of her mother, but walks with her daddy and granddaddy on her back." For her dissertation, Dr.

Caldwell interviewed Dr. Yancy. In that interview, Dr. Caldwell discovered that the JCSU president did not fit into a particular mold, due in part to her mostly white male mentors from Georgia Tech, leading to a managerial style that can manage both genders and all races of people. When Dr. Caldwell considered, "What is a female leader," she concluded that Dr. Yancy internalized the mentoring she received. "She is very objective, which at times, some would consider hurtful and painful, like the 'May Massacre.' During her first year of administration, without indication or warning, people were not aware of who would receive a contract. She had a good poker face. She makes a decision, stands on it, and goes on. Due to continuous operations, she maintains the faculty with a history and longevity because they know the policies and procedures of the university. She is rare because she benefits from both gender characteristics and she knows which card to play. She moves between being nurturing and administrative."

By the summer of 2001, the campaign to fund initial renovations to Biddle Hall was nearing an end. The renovations were to include refurbishing the grand lobby and the 600-seat auditorium, repairing the exterior of the hall, building a computer lab in the basement, correcting water seepage, putting a handicap accessible ramp in place, and adding other features. Biddle



Hall, also known as the “the soul of the university,” was built by students and community volunteers in 1883 at a cost of \$40,000 and at one point housed the entire university. The Biddle Campaign began with a conservative estimate of \$6.5 million. The Duke Endowment approved a \$1 million grant to the university to be used toward the renovation, but these funds required a dollar-for-dollar match.

Dr. Yancy’s tenacity as a fundraiser was highlighted during the Biddle Campaign. Dr. Hermitte remembers the renovation of Biddle Hall and appreciated the historic restoration. He remembers being most surprised that there was previous partial remodeling of sorts without historic research for restoration. Dr. Yancy ensured that there would be an attraction to the original simplicity of the now renovated Biddle. He also remembers when he used to teach classes in Biddle when there was not an elevator. “Biddle functions as a value to the campus more than a historic representation of a building.” Since Biddle Hall is on the State of North Carolina and the National Historic Landmark Registers and the oldest building on JCSU’s campus, it was important that the hard work put into building Biddle and the pride it instills was not forgotten. Dr. Yancy once said, “If we do nothing else under my administration, I would consider this the most important accomplishment.” A kickoff cer-

emony was held on April 7, 2002, to signal the historical renovation. The renovation project, handled by Gantt Huberman Architects, was scheduled to take 12 to 18 months to complete, with an expected opening date during the fall of 2004. Instead, Biddle Hall was opened a year later, in 2005.

As president, Dr. Yancy continued to beautify the campus landscape, highlighting the university’s best features through restoration, renewal, and maintenance. The university’s campus and a portion of Beatties Ford Road were decorated in 1999 with large street light banners that feature the university’s mascot. The blue and gold banners were installed to boost school spirit and to mark “Golden Bull Country” for motorists passing by the university. Renovations were also made to the infrastructure of Jane M. Smith Memorial Church. Built in 1928, the church provides space for religious, cultural, and social activities.

During this second phase of her presidency, Dr. Yancy also strengthened and continued her commitment to fundraising. By the fall of 1998, she undertook several fundraising trips. She could often be heard saying, “You can’t run a university from behind a desk. You’ve got to be willing to go out and get the funds and resources that the school needs.” She lived by that philosophy. She traveled to Stanford,

Conn., to confer with GE Fund, GTE Foundation, and Xerox Fund. She visited with Mr. Marshall Rauch in Gastonia, N.C. to discuss scholarship opportunities. Her visit to the Janirve Foundation in Asheville, N.C., encouraged a proposal in support of the Service Learning Program. She also visited the Dr. Scholl Foundation in Chicago for possible science scholarships. Her commitment to these fund-raising trips encouraged leads from trustees and alumni on possible funding sources. She also secured relationships with the Teagle Foundation (\$147,000 for a new co-op program), Phillip Van Every Foundation (\$50,000 support for wellness center in the new athletic complex), Marc U\*Star (\$425, 858 for science internships and research programs), and Title III and U.S. DOE (commitments of \$962,074 and \$180 for the consecutive 1997, 1998 fiscal years) and Americorps Learn & Serve (\$49,231).

By spring 1999, JCSU had raised \$63.8 million in its “Campaign for the 90s — A Vision Shared” campaign. This was the most money ever raised by an HBCU in the Carolinas. Out of 117 HBCUs, only one other, Spelman College of Atlanta, had completed a campaign with more money. The university bypassed its \$50 million campaign. Even though \$50 million was an ambitious campaign for any UNCF member school, JCSU, for the first time ever, received strong support from Charlotte’s cor-

porate community, and Dr. Yancy deemed that as a key component to the university’s campaign success. Until this point, the most money that JCSU had ever raised in a campaign was \$6 million, almost a decade prior. Ed Crutchfield, First Union chairman and chief executive at the time, and other corporate leaders wanted to push the initial \$20 million campaign to \$50 million. Both Dr. Yancy and Mr. Crutchfield complemented each other with the efforts put forth in exceeding this campaign amount. Dr. Yancy’s appearance in *The Chronicle of Higher Education* in November of 1998 only emphasized and highlighted the tremendous campaign effort at JCSU. Even the alumni support of the university significantly increased between 1999 and 2003. It nearly doubled from \$268,000 raised in 1999 to \$483,525 in 2003 from more than 1,000 alumni contributors. Alumni support is considered the lifeblood of the university. In 2003, JCSU raised more than \$10 million. Dr. Yancy’s humble beginnings being raised by the largest black farmer in rural Cherokee County, Alabama — Community of Ball Play — instilled in her both assertiveness and a bit of aggressiveness. She learned early that building relationships with people of all kinds was important.

In December 1999, The Kresge Foundation awarded a \$2.5 million grant to JCSU, which was one of five institutions to



*Dr. Yancy discusses campus life and academics with students in front of the Carnegie Building.*

receive a multi-million dollar grant from the Southern Education Foundation. (Johnson C. Smith University received the largest of the five institutions.) The grant was awarded over a five-year period. Immediately after receiving the grant, Dr. Yancy said, "We will use this unprecedented gift to take the university to new levels of private individual support. The funds will allow us to develop a fundraising infrastructure and hire the personnel needed to raise funds, which will secure JCSU's future. This fantastic grant will make a major difference as JCSU continues its efforts to be one of the finest small liberal arts colleges in the nation." This grant constitutes the largest private gift in the university's history. By the spring of 1999, a \$515,000 grant was re-

ceived from the Mellon Foundation. By the summer of 2001, the Tom Joyner Foundation raised \$32,000 for JCSU during the month-long Dollars for Scholars campaign featuring the university.

The university also received a partnership-building grant of \$748,330 from the U.S. Department of Labor. JCSU was one of 13 minority colleges and universities to receive a portion of \$14 million that supported efforts in assessing community needs, adapting training curricula to meet employers' requirements for skilled workers, and conducting small-scale training activities. JCSU worked in partnership with the Charlotte-Mecklenburg Workforce Development Board, the North Carolina Board of Public Instruction, the



Urban League, the Charlotte Chamber of Commerce, and local faith-based institutions. The U.S. Department of Health and Human Services and the National Institutes of Health awarded a four-year renewable grant of \$2.8 million to the JCSU Department of Natural Sciences which helped facilitate learning in the Minority Biomedical Research Support-Research Initiative for Scientific Research (MBRS-RISE). With Dr. Timothy Champion as project director, students could participate in numerous workshops with faculty and could earn a salary working in research labs on and off campus — often doing work for nationally recognized pharmaceutical and bio-medical research firms. Overall, the students were being prepared and encouraged to continue in graduate school. Faculty research and teaching skills were strengthened as well via training received through the program.

Mr. Frank Parker admits that Dr. Yancy “had people in the academic domain who were supposed to be ‘good’ so she gave the support to the faculty and then observed the initiatives for failures and successes.” Dr. Yancy was a tremendous advocate of Study Abroad and International Studies. Faculty and students traveled and studied at Obirin University in Tokyo, Japan; University of Wollongong, Australia; Shaanxi Teachers University in Zian, China; Al-Akawayn, Morocco; Fast Forward Insti-

tute in Maceio, Brazil; and the University of Bahrain, Bahrain; and Migimo, Russia. In the summer of 2000, Dr. Yancy led the NC Consortium for International and Intercultural Education (NCCIE) delegation to Moscow on an observation tour. The trip was part of the “Russia Update-Faculty Observation Tour in Moscow.” The delegation visited MGIMO, the American Embassy in Moscow, Sergeev Posad, Office of the Mayor of Moscow and various historical and cultural sites. Dr. Yancy was accompanied by JCSU faculty members Dr. Maxine Moore, Dr. Amos Etukudoh, and Professor Jesse Dent. The university was awarded a \$420,000 grant by the National Security Education Program (NSEP) to establish a Russian Language and Culture Program.

The grant and program represent an important milestone in a 10-year relationship with Russia, which began in 1989 with short-term cultural exchanges. The program was designed to establish an applied Russian language learning infrastructure for students with an occupational interest involving Russia. It offered distance-learning courses, summer institute for intensive study of the Russian language, and programs to study abroad in Russia. The initial summer institute and program to study abroad were completed during May, June, and July of 1999. By the summer of 2000, 12 students participated in

the Summer Intensive Institute, held in the Honors College and directed by Dr. Maxine Moore, and six students were in Moscow studying in the Moscow State Institute of International Policy, under the guidance of Professor Jessie Dent.

In 2000, the JCSU Department of Business Administration and Economics achieved accreditation through the Association of Collegiate Business Schools and Programs (ACBSP). By June 2002, the Commission on Accreditation (COA) for the Council on Social Work Education (CSWE) granted accreditation to the baccalaureate degree program of the Department of Social Work. As the only remaining faculty member from before Social Work became its own department, Dr. Helen Caldwell remembers this initial accreditation process. "Dr. Yancy became overly supportive of the faculty, like Juanita Davidson and Peter T. Radcliffe, who edited the report, through the long, tedious process. One of the pluses was that she covered the department because of her personal liking of faculty and the relationships she established with them. Perhaps her favoring of people depends on how she decided to protect you and how she wanted you to succeed. She knew social work could be beneficial to the university. I am not sure if other presidents would have been as tolerant of the time it took to get the program accredited. She looks beyond

what we look at. She seems to have a sixth sense; she seems to know long-range how something impacts and produces 'fruits' of the university."

"To Dr. Yancy, the overall view of the university comes first, and then the people and the endeavors that will benefit the university. She places values on that. For those faculty members who are actively putting time in their teaching and scholarship, she believes in them and she develops a protection of the faculty. A president must believe in the faculty so they can then properly develop the programs that would benefit the university." Dr. Henry Russell said. He fondly remembers Dr. Yancy supporting his research by managing to find funds to help him return to Australia to continue his research in the summer. Her support provided him with the opportunity to not only finish his research, but to also publish it.

Dr. Donald Mager, Dean of the College of Arts and Sciences, who she selected to write a poem for her 1995 inaugural celebration, remembers a very personal story about Dr. Yancy. She called him at home about a lyceum event that seemed both a bit inappropriate and only attracted a few students. She wanted to discuss how the lyceum funds were being allotted if the students were not interested in attending the programs. She then asked him to take over the program and re-structure it so that

it would be aligned with the current curriculum and make certain that the Lyceum programs were integrated into what the students were doing in class. She asked him to make it a part of their graduation requirement and have good food at the lyceum receptions to attract and entice attendance and participation. "She really saw how the student activity fee should be tied to the development of the whole person," Dr. Mager said. He remembers feeling honored to take on this responsibility at her request. By the fall of 2000, the Board of Trustees passed the resolution that approved required student attendance at a minimum of eight lyceum events as a university requirement for graduation. Lyceum programs are linked to the "university's educational goals and constitute a program uniquely fitted to address student development and enrichment as the university aims to produce individuals who value the pursuit of knowledge, the riches of human culture and achievement, and the necessity of social and civic responsibility."

Dr. Mager, as appointed by the president, and who represented both faculty and student, wanted to ensure that this resolution would be fulfilled. The lyceum program has garnered much success over the years and has far exceeded Dr. Yancy's expectations with guest speakers and performances like Dr. Derrick Bell, the Touring Theater Ensemble of North

Carolina, and Dr. Angela Davis. Dr. Yancy also took pride in re-invigorating an older academic paradigm by team-teaching a course with Dr. Mager entitled, "The 1960's in the U.S.A.: A Decade of Upheaval and Change." While trying to manage the role of president with teaching a course, she was quickly reminded of how hectic her schedule could become, so Dr. P.M. Thomas would also assist in teaching the course. This endeavor, however, was part of her commitment that administrators need to stay in touch with students.

During the 2002-2003 academic year, Dr. Yancy began preparing the university for the 2007 Southern Association of Colleges and Schools (SACS) accreditation process. She led the university in the creation of their Five-Year Strategic Plan by developing eight goals that would distinguish JCSU as a premier institution of higher learning. Regarding entering into 2002-03, Dr. Yancy said, "we have stated with conviction that one goal is to become nationally organized as an outstanding liberal arts institution. One of the long-range goals of any institution is to remain financially viable and we seem to be on the right track. Our technology initiative continues to gain momentum. Providing wireless capabilities is yet another part of a strategic long-range goal to strengthen the capabilities of the information technology infrastructure, supporting our fundamental mis-



sions of teaching, research, and service.” Prior to this preparation, Dr. Yancy expressed a renewed commitment to the Centers of Excellence: the Liberal Studies Core Curriculum, the Honors College, Banking and Finance, Educational-Math and Science, and International Studies. The challenges that faced the university regarding these centers were highlighted in “Defining and Enhancing the Centers of Excellence.”

With The Duke Endowment funding, various constituents developed criteria and guidelines for such centers. Following an application process, initial review and selection was conducted by the academic deans and the Office of Academic Affairs. Dr. Yancy has always taken so much pride in JCSU’s Centers of Excellence. She created opportunities for faculty members to excel in their disciplines in ways that would promote teaching and learning for JCSU. She knew some of the challenges facing the university could be eliminated with the promotion of these centers. In her inaugural address, she remarked, “What are some of the challenges facing us at Smith as we approach the year 2000 and the next millennium? Many liberal arts universities see the first challenge, centering around intellectual and programmatic ideas. Our academic divisions must continue to provide basic instruction in a creative way in the various disciplines as well as develop courses and programs to in-

tegrate humanities and natural sciences, mathematics and social sciences. Our centers of excellence must assist us in producing graduates who have the academics, social and service commitments to function as leaders and role models in the global community.” Her desire and passion toward educating JCSU students using a holistic approach resonates from the university’s historic motto, SIT LUX, “Let There Be Light.” She wants to prepare our students in a manner in which they can continue the “conversation between faith, tradition and culture, between humanitarianism and education.” While the SACS process would prove painful at times, Dr. Yancy was prepared to lead the university into and through this accreditation period with energy and renewed commitment to success.

While re-emphasizing the university’s mission statement, Dr. Yancy began the journey to reaccreditation with her faculty, staff, and students following her lead. Some of her intended goals for the Centers of Excellence included increasing the number of students accepted to graduate and/or professional schools by 5% each year; to expand and enhance the international focus of the curriculum through teaching, research, and international exchange of faculty and students; to ensure the uniqueness of the centers as academic programs; to implement comprehensive enrollment management objectives in order to increase re-



*Dr. Yancy with the Golden Bull mascot and cheerleaders at the CIAA tournament in 2008.*

tention rates; to increase the graduation rate by 2% for students; to increase the number of students enrolled in summer school; to continue to recruit and maintain a strong faculty who teach, mentor, and conduct research related to their discipline and research related to the teaching-learning process; to continue infusion of technology into the teaching of courses and assessing the effectiveness of these efforts; to develop assessment instruments; and to reorganize the Division of Lifelong Learning (DLL) Program. Her focus on making the Centers of Excellence premier examples for other academic programs became foremost in her endeavors to keep quality faculty members present within these units to

lead the students toward success.

Her desire to develop the overall student did not fall short when it came to athletics. She had a burning compassion for the “student-athlete,” which was motivated by her love of sports. She grew up in Alabama playing basketball and being a cheerleader for the football team; she brought the skills instilled in her as a team player to her leadership at JCSU. She knew that a student’s performance in the classroom proved beneficial if not dictated by their performance on the field. She takes ownership of the teams and the players. She commits herself to the athletes’ total development while cheering them from the sidelines. JCSU has received accolades from *USA Today* and the NCAA (National Collegiate Athletic Association) 2002 Academic Achievement Award for outstanding graduation rates among student-athletes. Among all Division II schools, JCSU rounded up the eighth-best graduation percentage comparison between non-athletes and student athletes. Despite these many successes for JCSU athletics, the JCSU family had not gone without its own tragedies during Dr. Yancy’s tenure.

JCSU football player, William Dottery III, was critically injured in spring 1999 during a scrimmage game. The injury left him paralyzed with some movement in his shoulders and neck. This young athlete who was called “June” (short for Junior)

from McClellanville, South Carolina, embodied the JCSU spirit. The university family rallied around Dottery's family in prayers for a full recovery. This incident still remains in the memories of many faculty members as a demonstration of the caring nature of Dr. Yancy. Dr. Caldwell recalls the first time that she actually saw Dr. Yancy as a real person, not as a president or fundraiser, but a person. During convocation, a student suffered an asthma attack, and Dr. Yancy literally ran out of the church to the guard booth to have security officers call the medics. No one else moved. JCSU Senior Woman Administrator Dr. Denisha Hendricks knows that Dr. Yancy "refers to the students as "her" students — she takes ownership of them. She is Smith. She is the only president that sits courtside at the games instead of being in the booth. She is a regular ol' person." In the spring of 1999, JCSU launched a special fundraising program to support athletic scholarships, "Golden Bull Walk." For \$100, alumni and friends of JCSU were invited to purchase a personalized inscribed brick on the entrance walkway to the Irwin Belk Athletic Complex. After three years, more than \$80,000 was added to the athletic scholarship fund, and over 800 bricks were beautifully arranged in quadrants leading to the complex. Dr. Yancy had the visionary eye to mix athletics and aesthetics, giving the JCSU family and the student-athletes a facility in

which they could be proud.

In the midst of Dr. Yancy becoming the first female to be elected president of the Central Intercollegiate Athletic Association (CIAA), JCSU received honors from the *USA Today*-NCAA Academic Achievement Award for highest student athlete graduation rate above the student-body average. On February 17, 1999, Steve Joyner, head coach of the men's basketball team, won his 200th career win against Fayetteville State University. The 2000-2001 men's basketball season would go on record as the best yet with the Golden Bulls winning the CIAA Tournament Championship. Their win over Winston-Salem State (60-52) secured the school's first invitation to the NCAA South Atlantic Regional Championship. March 26, 2001, was proclaimed as "Johnson C. Smith University's Golden Bulls CIAA Champions Day" by the City of Charlotte and by 2003, 75 years of men's basketball at JCSU was celebrated. The men's tennis team had won the CIAA title for its third consecutive year in 2001 with James Cuthbertson as their head coach. By 2002, both the men's and women's tennis teams won CIAA division titles, with Cuthbertson being named Tennis Coach of the Year for the third consecutive year, and by 2003, the men's tennis team had won the CIAA Championship for the fifth consecutive year in a row. During this time, the university's cheering



squad, “Luv-A-Bulls,” became the first team in the school’s history to win a national championship after competing in the 6th Annual Black College National Cheerleading and Dance Team Championships. Their coach, Ayanna McClendon, was also named Cheerleading Coach of the Year.

Big on athletic programming, Dr. Yancy also cares about the overall student, said Dr. Hendricks. “She made sure the student-athletes had everything that they needed.” Dr. Hendricks recalls a time when the women athletes complained that they were not eating as well on the road as the men athletes, who were eating more healthy meals opposed to fast foods. Dr. Yancy increased the budget for food so all athletes were eating healthier. The athletes, at an earlier time, were also traveling on the same bus (men, women, cheerleaders). By 2007, new buses were purchased. Dr. Yancy understood the need for the teams to be comfortable and play well, and that coaches can not effectively lead and manage their team with all the teams on the same bus. By 2002, JCSU opened the Irwin Belk Complex, a state-of-the-art academic and athletic facility. The complex houses the Health and Human Performance Department and features classrooms, offices, weight facility, dance studio, locker rooms, and entrance to an Olympic-sized track. The stadium portion, which seats 4,500 fans with grandstand seating, and a president’s and press

boxes, services the track and field program, football team and community programs. The \$8 million plus project is a first-of-its kind joint venture between JCSU and the Parks and Recreation Department of Mecklenburg County. Rev. Dr. Jeffrey Smith fondly remembers Dr. Yancy as someone with foresight and a caring spirit. When people encouraged her to erect a fence or structure at the new complex so bypassers could not be able to see the games without paying, she refused. Dr. Smith explained that she thought that someone might come by who simply could not afford to see the game. She never wanted to deny neighborhood children a chance to see the game because they may one day play on that field or attend JCSU. He said he knew then that she had a big heart that most people never got to see.

In a speech by Dr. Yancy at Virginia State University’s 117th Commencement, she addressed 600 graduates with her inspiration, “Leadership is not about grabbing power. Leadership is about empowering other good people to do good for the larger community. You are the leaders of your generation, and it is to you that the torch is passed.” She was then offered an honorary Doctorate of Education degree by VSU. Listed by *U.S. News and World Report* as one of the best small colleges in the nation, JCSU moved up the rankings in 2004 to 22nd place in the top

tier among Best Southern Comprehensive Colleges. Dr. Yancy's dedication to academic excellence is evident in student performance. JCSU, in 2003, graduated the largest class ever with 237 students and awarded degrees in Spanish and sacred music for the very first time. Dr. Yancy has always motivated the students at JCSU to lead, and to do so with dignity and distinction. University programs such as Saturday Academy, Service Learning, Habitat for Humanity, Upward Bound, University Learning Communities, and the National Youth Sports Program (NYSP) demonstrate the university's willingness to empower other people.

During the 1998-99 academic year, the Bush-Hewlett Foundation funded a proposal developed by university faculty members Dr. Phyllis Worthy Dawkins, Mr. Frank Parker, and Dr. Eugene Hermitte. Learning communities are cohort groups of students who together take linked courses. Nationwide research indicates effective learning positively enhance student learning and increase retention. The Learning Communities Program consisted of three linked programs: the Liberal Studies Program, the African and African American Studies Program, and the Elementary Education Program. During 1999-2000, three more were added: Community Wellness, Business and Economics, and Foreign Language and Economics. Students in-

volved in learning communities continued to increase over the years, engaging in intellectual exchanges with faculty and participating in active learning instructional strategies, discussions, seminars (lyceum program), workshops, writing, collaborative and cooperative learning, and self-evaluation.

Another innovation at JCSU is its Service Learning Program which combines service objectives and learning objectives with the intent that the activity will add value to the recipient and the student. JCSU is one of the few universities in the country to tie graduation with academically-based service related to course work and independent community service. When JCSU students decided to work with Thomasboro Elementary School, they were leading the charge from which Dr. Yancy had set. The school served more than 350 children, mostly African American, and is located less than five miles from the university. In 1999, Thomasboro was ranked the lowest performing school in the state, with students performing at 22% below grade level. Service Learning Program Director, Angela Jeter, contacted the principal, Mildred Wright, to offer some assistance. That same year, a Saturday Academy was established on campus for the purpose of tutoring and mentoring Thomasboro students in reading, writing and math. Twenty-five students in Dr. Rosalyn Jones' service learn-

ing class provided tutoring and mentoring to 40 fourth- and fifth-graders. The program was supported by a \$55,000 grant from the Historically Minority Colleges and Universities Consortium, which is funded by the North Carolina General Assembly, and \$28,000 from Learn and Serve/United Negro College Fund. According to Ms. Jeter, the program was designed to “redirect the patterns of low performing students with apparent weaknesses to encourage system-wide adoption of proven methods of closing the achievement gap.” With the dedication of JCSU students in Saturday Academy, 75.4% of Thomasboro students began performing at or above their class level in math and reading. The school went from being low-performing to earning the 2002-03 “School of Progress” recognition by the state’s ABC’s testing program. Dr. Yancy’s idea of excellence in leadership is proven through the success of this endeavor.

JCSU’s two Upward Bound Programs — math and science, and regular — is one of the only two institutions in North Carolina that received funding totaling more than \$500,000 each year, beginning in 2003. Under the direction of Ms. Magdalyn Lowe, Upward Bound students receive services year-round through the academic year and summer components. This program provides good preparation for college-bound secondary school students. JCSU was also the first to donate land to a Habitat for Hu-

manity project. A community-wide effort began in April 2002 to build homes in the historic Charlotte neighborhood of Washington Heights. JCSU started the process by donating a lot that was valued at \$5,500. A new home was not only given to a family in need, but also a \$5,500 college scholarship was awarded to a resident of the Washington Heights community. A part of Bank of America’s efforts to honor their former CEO, Hugh McColl, the program fit perfectly with Dr. Yancy’s goal to reach out to the community, she said. “For more than a century, JCSU has had a rich tradition of community outreach. This habitat project is in keeping with our sense of connection to the community.”

Other community outreach programs included several for secondary school students: the Summer Institute (Mathematics and Science Apprenticeship Center), the Coca-Cola Saturday Academy and Coca-Cola Summer Institute for Middle Grade (supported by a \$300,000 gift from the Coca-Cola Company), and the Burroughs Welcome Fund Intensive Summer Science Camp (ISSC). The JCSU Cares Program was initiated on campus in 2000 as a strategic means of improving student satisfaction. The student-centered training model used in the program was meant to be a tool to provide faculty and staff with the skills needed to create consistently positive student experiences.





*Dr. Yancy walks on the new track at the Irwin Belk Complex in 2002.*

Dr. Yancy said, “When students graduate from JCSU, we want them to feel good about their experience and share it with others — that’s what this program is all about.” Part of her vision for the JCSU student is outlined in her inaugural speech. “What is important for Smith? I like to judge a university by the quality of its graduates — how well prepared they are to step into a rapidly changing society, how inspired they are to work beyond themselves for other people. Have we produced ‘me’ people or ‘we’ people? We must remember to convey to our students as stated in Luke 12:48 . . . ‘for unto whomsoever much is given, of him shall be much required.’ What I want most of all is to hear each and every Smith graduate say: ‘I received an absolute-

ly superb education at Smith. I could not have received a finer education anywhere in the world. And I say this because I know that I am intellectually, spiritually and morally prepared to take my place in a rapidly changing global society and to have a positive impact on that society — I am prepared to live a life beyond myself for other people!’”

When terrorist attacks occurred on September 11, 2001, the JCSU family had to once again rally support for each other. Three students directly affected were Vernesa Richard and twins, Tiffany and Yolanda Smith, who lost their fathers, Vernon Richard and Leon Smith, respectively, during the World Trade Center collapse. Both men were New York City firefighters. UNCF and its member schools including JCSU, created a Liberty Scholarship Fund for the children of victims of the September 11, 2001 terrorist attacks. The three JCSU students were the first recipients of the scholarship. Mrs. Marilyn Smith, mother of Tiffany and Yolanda, said, “UNCF and JCSU have taken my children under their wings and helped them emotionally, financially and educationally through this tragedy. There are no words that could express my thanks.” Families are important to JCSU. In the fall of 1998 a resolution was approved by the Board of Trustees for a “Family Discount” equal to 10% of tuition, fees, and room and board for any family

that enrolls two or more siblings in the same semester. A family is eligible for each semester of dual enrollment. The family discount initiative greatly assisted the university in the recruitment of siblings, just one brief example of the nurturing spirit that exists on the JCSU campus under Dr. Yancy's leadership. Her legacy of growing the Smith family continues.

During these years (1998-2003) of her presidency, Dr. Yancy's endeavors for a small school to cast a large shadow were acknowledged in a two-year study of JCSU's economic impact on the Charlotte/ Mecklenburg area. The study showed JCSU contributing \$60 million a year into the local economy and supporting 1,323 jobs. Conducted and prepared by Dr. John E. Connaughton, a University of North Carolina at Charlotte professor of economics, the report concluded that JCSU generated approximately \$49,345,163 annually, while the 1,500 university students spent an estimated \$7,299,288 each year. In addition, JCSU generated \$3,487,482 annually for building construction and maintenance. It was determined that every business category in the Charlotte/Mecklenburg area was affected by JCSU's presence. Dr. Connaughton said, "Johnson C. Smith University plays an important role in the economic fabric of Mecklenburg County. In addition to the training of college graduates in a wide range of academic programs, the

university also has a significant economic impact on the county's economy."

Ironically enough, Dr. Yancy's inaugural speech foreshadowed her vision for the university. As the university embarked upon the next millennium, she proved that she was ahead of her time. "In bringing our theme into fruition . . . 'Restructuring to Enhance the Educational Experience: Paradigms for the Next Millennium,' we have discovered we need not invent Johnson C. Smith; we must renew it! Our renewal must be led; it will at times be costly and painful; it must above all be OURS. As fate will have it, I can make the same commitment as Reverend S. C. Alexander stated in 1871 . . . 'I will give of my life to the work of Johnson C. Smith University in a time that is critical, and especially to the uplifting of the foundation of this noble university. The years to come may be those of self-denying work and calling for constant patience, and prayer: but I will remember as our founders and past presidents remembered, that I will be wonderfully supported by divine guidance and I will never for a moment lose faith in Smith's utmost success. My conviction of the essential 'rightness' of the work that I will do will render me proof against anything. I will continue to serve as a vanguard for Smith's future, which encourages high aspirations and irrepressible determination for JCSU to succeed." The president who was often seen

picking up trash on campus, planting flowers, and participating in Jazzercise classes demonstrated an astonishing commitment to the goals set forth in her 1995 inaugural speech.

Some faculty members described Dr. Yancy as a talkative person with an outgoing personality who at times appeared to be too outspoken, assertive, or aggressive, especially when she was on the Board of Trustees. Some were even shocked she was selected as the new president, given her outspokenness and the interesting dynamics of the predominately male Board. But the faculty realized very quickly after her appointment that she was clearly involved with everything going on with the Board.

Other faculty members admitted to having public disagreements with Dr. Yancy in earlier years, but later realized that she was strictly about handling the business

of the university, and that disagreements were never personal. The adjustment period for some was painful but necessary for JCSU to move into the new millennium with renewed commitment and dedication. Being a part of JCSU history invigorated the faculty's commitment to Dr. Yancy's vision and to journey with her during this time of discovery. The second phase of Dr. Yancy's presidency was marked by her willingness to "continue to serve as a vanguard for Smith's future, which encouraged high aspirations and an irrepressible determination for JCSU to succeed." Her commitment was deep and her compassion for the JCSU family was first and foremost in every endeavor to becoming one of the strongest premier institutions in the nation. She never possessed the desire for personal acclaim but rather to celebrate Johnson C. Smith University, its past, present, and future.







*PART III. (2004-2008)**By Benny Smith, APR*

**D**uring the third phase of her presidency, Dr. Yancy led the university into a new realm of success through technology and marketing initiatives strategically positioning JCSU into the national stage. Her impact with technology during the 2003-2004 academic year continued with the advent of wireless connectivity transforming any space with a laptop into a virtual classroom. JCSU's Director of Academic Computing, Frank Parker, said during her whole presidency, Dr. Yancy was "always on the hunt for new technology." Prior to 2004, wireless capabilities were available only on a limited basis. Wireless cards provided technology for special events and for registration in the university's Jack S. Brayboy Gymnasium. Considerable work was done during the 2003-2004 fiscal year to get ready for the wireless initiative. First, the university re-

ceived its second round of laptops, which came with upgrades of increased memory, a larger hard drive, and for the first time, built-in Cisco wireless capabilities. JCSU Director of Information Technology, John Norris said, "Going wireless actually made the laptops more useful because students enjoyed the added room-to-room freedom to work on projects and assignments." The wireless project, supported by a federal Title III grant to strengthen the university's infrastructure, occurred in two phases.

Another 2003-2004 academic year accomplishment was the steady growth of the university's financial status. According to the Spring 2004 board report, the university's revenue was ahead of budget due to increased enrollment at JCSU. The endowment benefited from strong gains in the stock market reaching \$37.5 million. The university also ended its fiscal year with a \$1.9 million surplus relative to the budget. Dr. Yancy said the surplus allowed the university to fund summer operations without having to borrow money. "Our finances really improved because of the board's support," Dr. Yancy said. "I knew that we were



blessed particularly when I looked at some of our sister institutions who were having difficulty during that time making payroll. Many lost their accreditation or were on the verge of losing it.” She said that Summer 2004 was the first time since the university claimed independence from the Presbyterian Church in 1968 that “we were able to pay our bills without borrowing during the summer months.”

Dr. Yancy’s decision during Spring 2004 to rebrand the university was a tactical move in response to her vision and the university’s Strategic Plan to make JCSU “become recognized as an outstanding small, private liberal arts college with a strong institutional identity.” After meeting with her strategic planning committee and getting the plan approved by the JCSU Board of Trustees, she enabled faculty and staff to take some ownership in the plan to carry out the strategic goals. One of the most significant objectives of the first goal was to develop a new branding strategy. Formerly, the university used a phrase connecting “Thinkpad U” to Johnson C. Smith University. “Thinkpad” was owned by IBM. “Once Dr. Yancy established technology as a key part of JCSU’s future, we collaborated to do innovative things to help promote this position,” said Steve Thomas, owner of Set?Communicate!, a higher education brand marketing consultancy in Charlotte, NC. “That’s how the ‘ThinkPad U’ posi-

tioning came about. Once I presented it to her, she embraced it for presenting JCSU as an innovator.” The idea worked from 1999 to 2003, as the public began to recognize that JCSU was the first HBCU to distribute laptops to all of its students.

But by the 2004-2005 academic year, the phrase had served its purpose and other colleges were now starting to issue laptops to its students. The university needed a new phrase that would bring all its programs and mission under one umbrella, instead of connecting it with just laptops and technology. JCSU could no longer say that it was the only Thinkpad University. The JCSU Public Relations Department worked with Thomas to develop a new logo. It was decided in 2004 to go with the “Surround Yourself with Success at JCSU” theme. “Our new logo, ‘Surround Yourself With Success at JCSU’ expands on what constitutes success at the university in the form of visionary programs, outstanding students, and dedicated faculty,” Dr. Yancy said. “Success knows no limits to us here at JCSU. The founders of what would become Johnson C. Smith University understood this in 1867.”

Some of the first recipients of the new “Surround Yourself with Success” logo were the university’s newly unveiled website, Campus and Community Center for e-Learning and Technology (C3e-LT) program, and the JCSU *Alumni Bulletin*

Magazine. Before the website received its facelift in the summer of 2004, the university worked with focus groups mainly comprised of students. Students commented that the old website was dull and often had the same information with very few updates. A team of university IT staff, public relations staff, and Thomas worked together to comprise a new website that would become more interactive, displaying bold school colors of blue and gold. Prior to the website's update in 2004, it had been updated three other times in 1997, 1999, and 2000. Once the new site was uploaded, students, alumni, faculty, and staff wrote e-mails commenting that it enhanced their pride of JCSU. Dr. Yancy described the website as "beautiful and user friendly." The new logo served as the masthead for the main web page of the new website.

On June 10, 2004, JCSU branded its summer pilot online program, C3e-LT, which continued the university's leadership in technology by extending online learning opportunities to members of the larger community. The new Campus and Community Center for e-Learning and Technology project addressed the growing educational needs of Charlotte-Mecklenburg area residents. "Access to, and inclusion in, education and training are critical to the economic health and social welfare of our great nation," Dr. Yancy said during the announcement of the new program. "In



*Renovations to Biddle Ball were overseen by President Yancy, joined here by (left to right) Commissioner Jim Richardson, Harvey Gantt, and Trustee Tom Baldwin.*

today's knowledge-based economy, information literacy, technical skills, and business are virtually important." JCSU conducted the C3e-LT program in phases, aided by Dr. Yancy's successful request for a \$149,025 Congressional Award from the U.S. Department of Education. The impact of the program could be felt personally by out-of-work Charlotte-Mecklenburg residents who earned their A+ Certification through the online program. The university later was earmarked to receive another \$349,000.

In addition to using branding as a way to catapult JCSU's name into the national spotlight, Dr. Yancy used her own personal involvement as a leader in the educational community to show that "success" was not just a word uttered but something daily practiced by her and members of the JCSU faculty, staff, and students. The

United Negro College Fund awarded her its prestigious position of Chair of the Member College Presidents in the fall of 2004. In this new role, she presided over the meetings of the other 38 member presidents, working to ensure that the needs and issues of the member institutions were addressed. Concurrently, she also served as a member of UNCF's Corporate Board, Executive Committee, and Nominating Committee. Of her many appointments, former UNCF President William H. Gray III said, "Dorothy is a distinguished academician, president, and leader, and I am confident that her many talents will help UNCF fulfill its mission of guaranteeing educational opportunities to every deserving student."

In that same year, the American Association for Higher Education Black Caucus presented her with its distinguished Delaney Award. Named after Harold E. Delaney, she was awarded the honor because of her decade of work at JCSU to help advance issues of access and opportunities for African Americans in higher education.

Several other events during 2004 are important to mention as historical markers during Dr. Yancy's presidency. They include the first-ever conferring of valedictorian to two students — Jihad Muhammad and Patricia Gillespie. Each had a 4.0 G.P.A and received Bachelor of Science degrees. Also, JCSU graduation

rates for its athletes reached No. 1 among all schools in the Central Intercollegiate Athletic Association (CIAA). During that year, it graduated 83 percent of its student athletes as reported by the National Collegiate Athletic Association. Dr. Helen Caldwell, who was the athletics director at the time, remembered being extremely happy about JCSU's ranking among all CIAA schools in graduation rates. "It was indicative of the kind of student athletes we had at the institution," Dr. Caldwell said. "Our students are students first and athletes second." The designation was the second time JCSU had received high marks from the NCAA on its graduation rates.

Another significant milestone in Dr. Yancy's presidency was the increased number of outside agencies and/or organizations bestowing awards to the university for its unlimited success in 2004. *Diverse Magazine*, formerly called *Black Issues in Higher Education*, named JCSU a top degree-producing school in the areas of computer science and English degrees. *U.S. News & World Report* named JCSU a Top Tier Southern Comprehensive University. It also rated JCSU as number two among colleges with the best value in the south. The Council for the Advancement and Support of Education (CASE) awarded JCSU an award for its *Bulletin* magazine; and the JCSU tennis team, coached by James Cuthbertson, won its sixth consec-



utive tennis championship.

JCSU also received national attention on September 7, 2004, when the future U.S. Secretary of State Condoleezza Rice visited the university. Then serving as the National Security Advisor, Dr. Rice spoke to more than 500 Johnson C. Smith University students in the Jane M. Smith Memorial Church. She spoke not about national security, but rather about JCSU's importance to her personally. Her father, the late John Rice, graduated from Johnson C. Smith University and its seminary in 1946 and 1948. Rice reminisced about the years she spent on the JCSU campus as a little girl when her father would visit Charlotte and attend conferences for Presbyterian ministers. "The last time I was here on campus was when I was 11-years-old," Dr. Rice told the crowd. "JCSU has really grown and made a lot of progress since those days," she said, reminding students to value their education at a Historically Black College or University (HBCU). In her speech, "The Responsibilities of an Educated Person," she said, "It's a place where we can celebrate our traditions." She added that HBCUs came about at a time when it was the only choice African Americans had for a college-level education. Her grandfather, a sharecropper in Alabama, had saved money to attend Stillman College. After completing the first year, he was told that he also had to pay for next year's tu-

ition. When he explained to them he had no money, they told him he had to leave.

A quick thinker, Dr. Rice's grandfather asked how the other men were able to pay for college. When he was told the others had scholarships for seminary training to become Presbyterian ministers, he said, "that's exactly why I am here." Her grandfather was the first in a line of Presbyterian ministers in the Rice family. Dr. Rice ended her short 15-minute talk by encouraging students not to go into a major because of a specific job. "The jobs will come. The key is to find your passion." Her JCSU visit brought national attention to JCSU, including a mention that same night on ABC's *Monday Night Football* show.

Another major stride for JCSU was the announcement in Biddle Hall on December 14, 2004, that the 2006-2008 Annual CIAA Men's and Women's Basketball Tournament was moving from Raleigh, N.C. to Charlotte, N.C. The press conference marked the fruit of Dr. Yancy's continuing efforts during her CIAA presidency to bring the tournament to the Queen City. JCSU Men's Basketball Coach Stephen Joyner said Dr. Yancy worked diligently since 1995 to bring the tournament to Charlotte. While it was being held in Winston-Salem N.C., Charlotte put in a bid to host it afterwards, but lost to Raleigh, N.C.

"Although we lost the bid to Raleigh, she still had the fortitude to con-

tinue working on getting the tournament to Charlotte,” Joyner explained. “She felt that Charlotte was going to be the place. She even stated in hindsight that it was a blessing it didn’t come to Charlotte at that time, because it took a while to build the new Bobcats Arena downtown.”

Another accomplishment worth mentioning for 2004 was the JCSU men’s tennis team success in winning the CIAA Men’s Tennis Championship for the sixth consecutive year, making school history. “We had a team that really bonded together,” Coach Cuthbertson said. “Dr. Yancy has supported the tennis program financially so that we can provide scholarships for good athletic students in high academic standing.” Mr. Cuthbertson said he will most remember Dr. Yancy for her physical support of the team. “In 2003, we had to play at the Charlotte Indoor courts because it was raining hard that day during the championship game. She was there with us until 1 a.m. That was amazing. She has also supported us in the upkeep of our tennis courts, making them one of the best on the East Coast. I am really going to miss her.”

One final accomplishment in 2004 was in the area of grants. The National Science Foundation notified Dr. Yancy that JCSU would receive a five-year \$2.5 million grant for its outstanding proposal to create a Science, Technology,



*Dr. Yancy's shares a hug with NBA legend Earvin "Magic" Johnson during a talk inside the Sarah Belk Gambrell Auditorium at Biddle Memorial Hall.*

Engineering, and Mathematics Learning (STEM) Community for students. At the time, this was the second largest federal grant that the university had received. The university used the grant to create a new initiative called, C.O.R.E for STEM students. The structure of the STEM Learning Community includes a freshman STEM experience, and second-year STEM problem-based learning activities.

It can be safely argued that the largest events for JCSU in 2005 were the reopening of the historic Biddle Hall, the introduction of the Freshman Academy, regional and national rankings for JCSU’s computer science program, and the transition of the alumni newsletter into a glossy

university magazine format.

For more than two years, Dr. Yancy led a successful effort to raise \$7 million to restore Biddle Hall to its original grandeur, a dream she acted on after taking office in 1994. The day had finally come on June 30, 2005, for staff and faculty to move into Biddle Hall after more than two years of construction and remodeling work. They moved from their temporary offices spread throughout the campus into Biddle Hall, equipped with 21st century systems and accommodations and a basement. Once staff moved in, Dr. Yancy made the comment, "It is so wonderful to work in such a nice facility. Moreover, it is a pleasure seeing students find most of what they need administratively in one building." Harvey Gantt of Huberman Gantt was the architectural firm that helped with the major renovation project. Gantt said although it was a monumental task it was a special project for him because "we were restoring a building that was well over 100 years old and built by the students who occupied it. It was just amazing that the building had lasted through all those years and all those decades still providing a viable space to administration, staff, and students. It was a challenge to know that we were going to restore it making it even more useful than it had been in the past."

The university, local architects, and construction workers did such a great

job that Preservation North Carolina awarded the university its Gertrude S. Carraway Award for the renovation project. "We worked very hard to make sure that renovations would transform Biddle Hall into a modern day building while also keeping intact its historic integrity," Dr. Yancy said. JCSU was one of only 12 organizations and individuals to receive the prestigious award. When JCSU staff member Ms. Frances Harris started working with the university in 1979, she worked with the university's Public Relations Office housed in Biddle Hall. Now she works in the Financial Aid Office also located in Biddle. "I think Dr. Yancy did a wonderful job preserving the building," Ms. Harris said. "One thing that impresses me about Dr. Yancy, as far as renovations are concerned, is that she will not sign off on anything that is not right. And she will not let the public's opinion sway her and make her do things that she does not feel would be of an advantage to the school." Mr. Gantt said he enjoyed working on restoring the building because of the engagement of university staff and Dr. Yancy's oversight of the project. Biddle Hall's renovation proved a great challenge for the university. As David M. Sidbury, Inc. construction workers began to prepare the building for renovation, they ran into "several surprises, primarily structural deficiencies in the building and isolated problems with the existing masonry,"



Dr. Yancy said. The project required total rebuilding of the four chimneys above the auditorium, extensive repairs to the 120-year-old wood trusses in the auditorium attic, re-anchoring the exterior masonry, repairing masonry below the eight large windows in the administrative wing, and the total demolition and rebuilding of the existing connector walls between the administrative and auditorium wings.

JCSU academics received another boost in 2005 when its computer science program received national attention from *Black Issues in Higher Education*. Dr. Yancy said the new accolades served as proof that “JCSU has a rich history and proven record in producing top-notch students who succeed in both graduate school and in the professional world.” *Black Issues in Higher Education* ranked JCSU first in the Carolinas and 22nd in the nation in the production of computer science majors. JCSU James B. Duke Distinguished Professor Dr. Magdy Attia said the recognition was well worth the wait. Dr. Attia helped to start the Computer Science Department at JCSU in 1999. Initially the department had one full-time professor and one part-time instructor teaching. By 2008, it had grown to eight full-time professors, and at least one part-time adjunct instructor. “People are the most valuable assets,” Dr. Attia said. “You can have the best technology and equipment but you need to

have the best people to be able to teach it to the students. I can say that whenever we needed anything in the Computer Science Department, Dr. Yancy was there to support us. She has an excellent strategic vision.”

The JCSU Alumni *Bulletin* newsletter also received a major makeover under Dr. Yancy’s leadership during Summer 2005. University public relations officials proposed the transition after reviewing peer college publications and alumni feedback about the current newsletter. Dr. Yancy approved the recommendation. Director of Alumni Affairs Ron Matthews said that the change was a huge success with alumni. Before the magazine, his office received complaints that not enough information about happenings on campus was being received. “The previous alumni newsletter was o.k., but because of its size we were very limited. When Benny Smith came on board as our public relations director it really helped us. He didn’t realize this, but when I was interviewing him as part of the selection committee for the public relations position, I was trying to figure out if he possessed a willingness to use his writing and reporting skills so that we could reach this common goal of providing better communication to our alumni. Reengineering our newsletter communication tool to a magazine was very significant because we were able to get more information to our alumni. The magazine

was also packaged in a professional manner. I know that other majority schools were doing this but I think as far as an HBCU, we were one of the top universities who had a magazine that won some national awards not just for the design but also for its content as well,” Mr. Matthews said. (PR and Alumni would also begin E-News, Alumni Notes and JCSU News updates.) *The Admissions Marketing Report* and Council for the Advancement and Support of Education (CASE) awarded the school national honors for the new format which included easy-to-read feature stories and colorful displays of success by faculty, students, alumni, and staff.

During the summer of 2005, Dr. Yancy’s impact continued with her participation in various conferences solidifying JCSU’s national reputation. She was one of a few HBCU presidents invited to the nation’s capital on June 6, 2005, as a special guest of President George W. Bush and First Lady Laura Bush, to celebrate Black Music Month. Later that month, on June 13-14, 2005, Dr. Yancy chaired the HBCU Congressional Forum Steering Committee of more than 70 HBCU presidents and their representatives, at the Library of Congress in Washington, D.C.

Later that same year, the university and the Charlotte community recognized Dr. Yancy’s hard work with a formal affair to honor her “Decade of Leadership.”

The event was held on October 20, 2005, and was attended by 450 students, faculty, staff, family, and friends at the Westin in Charlotte. In addition to several proclamations and music honoring her, Dr. Yancy received an award from her brother and sister named in honor of their father, Howard Cowser. Dr. Yancy’s daughter, Yvonne, presented the award. Board of Trustees Chairman Parran Foster presented Dr. Yancy with a \$50,000 check to create an endowed scholarship fund in her name for JCSU students. “It was a night that I will never forget,” Dr. Yancy said. The community not only recognized Dr. Yancy as the university’s twelfth president and the first female to be elected president of the CIAA but also for increasing the university’s endowment from \$14 million when she first started in 1994 to \$40 million by October 2005.

2005 also marked the end of a \$2.57 million five-year Kresge HBCU Initiative grant. Through this initiative, the Kresge Foundation partnered with the Southern Education Foundation and selected five HBCUs to receive multi-million dollar grants to build fundraising capacity. The grant provided JCSU a five-year award of \$5.5 million including funds for general fundraising expenses, training, and special events. The grant also brought some extra-added benefits in the form of technical fund-raising assistance. The university had a five-year goal of raising \$29.3 million,



*Dr. Yancy delivers a speech during 2006 opening convocation inside the Jane M. Smith Memorial Church.*

but staff did better than that. Actual funds raised over the five-year period totaled \$38.7 million, exceeding the goal by 32 percent. The university thanked Kresge by naming the location of its development office, Suite 300 of Biddle Hall, after the organization. The university exceeded its goals in all areas: alumni, faculty/staff, corporations, and foundations.

JCSU Vice President for Institutional Advancement Ken Westary was hired during the final years of the five-year grant. "The Kresge grant helped the institution build a fundraising base by having the right people in place," he said. "Before, institutional advancement staff was raising money with a skeleton crew of people.

The grant allowed the university to follow through on the stewardship side by creating donor recognition programs." Mr. Westary said his division also learned how to create better reports to track money given and compare it to effects in the lives of students, faculty, and staff. On December 31, 2005, the JCSU Institutional Advancement Division reported that Phase I of the fundraising process to renovate the Carnegie Building was complete. The Carnegie Building, originally built in 1911, served as the first library on campus. It was later used to temporarily house financial aid, alumni affairs, development, sports information, and residence life during Biddle Hall's renovation. Alumni, friends, and foundations donated more than \$137,500 to meet a challenge grant from the National Parks Service. Phase I funding of \$500,000 was used to stabilize the Carnegie Building and develop plans to rehabilitate its historic edifice as the university prepared for the second phase of the project.

2005 was also the second time in JCSU history that the university raised more than \$5 million in federal and state funds to improve university programs and buildings. Dr. Yancy gave credit to Assistant Vice President and Title III Director Diane Bowles. "Dr. Bowles and her staff worked hard in a team effort with faculty. As you can see, its beginning to pay off," Dr. Yancy commented in her president's mes-



sage to the Board in the fall of 2005.

In 2006, the university experienced unlimited success on yet other levels — introducing its public phase of the \$75 million Pathways to Success fundraising campaign, renovating an existing building for the music business technology and communication arts programs, introducing the Sophomore Initiative, and receiving more awards for both Dr. Yancy and for the university's stellar performance as a small private liberal arts college. The university's alumni magazine, *Bulletin*, also received three national marketing awards. One was a first place winner, which was a first for JCSU.

The Pathways to Success campaign captured the needs of the university and was designed to support and strengthen the areas of teaching, research, scholarships, student life, academics, and physical facilities. Although the university had been raising money for the campaign silently since 2000, it opened its public phase in 2006. By that time, most of the funds for the campaign had already been raised under Dr. Yancy's leadership. The campaign ended June 30, 2007, with the university raising nine percent more than the goal of \$81.5 million. Mr. Westary said he knew of Dr. Yancy's success with fundraising before being hired in July 2004, so he was naturally excited to work with someone who understood the essence of fundraising. One of

his first goals, in addition to raising money, was to get a name for the campaign. "Dr. Yancy understood the significance of coming up with the right name and logo that captured what this campaign was about," he said. "The campaign name also played on the institutional branding logo of 'Surround Yourself with Success.' Our campaign name was Pathways to Success. This is just one example of her foresight and understanding about the significance of fundraising strategy and how it needed to be branded." Mr. Westary believes the campaign's success also hinged on her willingness to make herself available for donor visits, in her office or in theirs. The campaign's success also could be attributed to her deeply rooted connections in the foundations community. Her special way of telling the "JCSU story" in her own words as an alumnus and president gave people a reason to support the university.

Another feat under Dr. Yancy's direction was the creation of the Communication Arts and Music Business Technology Building by renovating what was formerly known as the Temporary Library. The building extended laboratory walls to the roofline and provided acoustic treatments that support recording and electro-acoustic performance. Journalism and graphic arts students also gained laboratory space for their activities, while film students had a dedicated studio space and separate video

editing lab. "Moving into this space expands our capabilities five or six fold," said David Shadinger, acting chair of the Communication Arts Department. He added that the building "serves the core of the technology driven parts of the department." The major concept is to put the computer-based laboratories together, with a person in the building to support the technology. While some seminar classes were held in the new location, most lecture classes continued to be held in McCrorey Hall and other academic buildings. Money used to renovate the new building came from Title III federal funds awarded to the university. Dr. Bowles said, "Dr. Yancy came to understand that when we have Title III funds given to the university, that it is much better to select a singular project and see it through to its completion, rather than putting a little dab of money here and there. That is just wonderful that she was able to make that decision and look at making impacts that could be seen through completed projects." The newly renovated building has increased enrollment in the Communication Arts Department.

The Freshman Academy learning community concept to improve student success, learning, and retention welcomed a class of 507 freshmen in its second year of operation during 2006-2007. In year two, JCSU implemented its Quality Enhancement Plan (QEP) to "strengthen the qual-

ity of the freshman-year experience through student engagement." Hallmarks of the innovative Freshman Academy concept are mentoring and advising, combined with faculty and staff dedicated to cross-course freshman classes that are interdisciplinary. Thirty students are blocked into 16 liberal studies credit hours, including freshman orientation. Each freshman block includes an orientation leader, a case manager, and a team leader.

In 2006-2007, four learning community blocks were selected to run pilot programs for the four objectives of the QEP: 1) increasing student engagement in active and collaborative learning; 2) increasing student engagement-based learning activities in critical thinking; 3) increasing student engagement in assessment; and 4) increasing student engagement in linking current learning to planning for the future. The first two objectives focus on improving learning outcomes, especially in the area of critical thinking. The latter two emphasize student awareness of the importance of their freshman year education.

Measure of Academic Proficiency and Progress tests administered in the fall and spring indicate progress in academic performance, with more students passing courses with increasingly higher grades. The faculty development program provided enhanced educational technologies along with training in more sophisticated instruc-

tional techniques.

- 81 percent of freshmen earned final grades of “C” or above
- GPA increased to 2.42, compared to 2.37 before Freshman Academy
- Percentage of freshmen on academic probation decreased to 12 percent in the fall, 14 percent in the spring
- 30 percent of freshmen were on the Dean’s List for fall, 29 percent for spring
- 83 percent reported “good,” “excellent” or “outstanding” about general satisfaction with Freshman Academy

Building on the blocks of its already successful Freshman Academy, Dr. Yancy implemented the Sophomore Initiative at JCSU in the fall of 2006. Three-hundred and fifteen sophomores were divided into 12 learning blocks of classes linked to a central theme, *The Human Experience: Culture and the Individual*. “We selected the theme because it accommodates the focus on the historical, cultural, literary, political, economic and social lives of humans,” Dr. Yancy said. “This focus reflects the prominence of this theme in the general education curriculum at JCSU.” In addition to classes, sophomores experienced enhanced mentoring and advising. Full-time JCSU faculty supported sophomore students as they worked to achieve

success in and out of the classroom. JCSU staff served as mentors to sophomore students in the form of case managers. Case managers meet with sophomore block teams to coordinate academic success efforts, and stay in touch with students. “A legacy is something that you leave at the institution as well as with the graduates,” said Dr. Eugene Hermitte, a professor of history at JCSU since 1973. “I think Dr. Yancy is trying to ensure that the Sophomore Initiative and the Freshman Academy continue long-term and that we need strong supporters of this program to continue. I think this could be part of her legacy.” Dr. Yancy said, “JCSU faculty and staff know our students are capable of accomplishing many things, in and out of the classroom. The Sophomore Initiative enables our students to continue on the path of academic success that they began as freshmen.” The Sophomore Initiative can be viewed as yet another tool to improve JCSU retention efforts.

One key outside predictor of success for JCSU’s academic programs has been the annual “America’s Best Colleges” rankings implemented by *U.S. News & World Report*. The magazine notified the university during the fall of 2006 that it had again secured a top spot in the ranking, moving from 45th among Best Comprehensive Colleges to 30th, one of the highest rankings the university had experienced on the list. The 2006 ranking marked the sixth consec-



utive year that the national magazine identified JCSU as a Top Tier Institution among Comprehensive Colleges that offer bachelor degrees. "This recognition goes hand in hand with the university's strategic plan and mission to become recognized as one of the best liberal arts colleges in the nation where stellar graduates are produced," Dr. Yancy said.

Another feat in the 2006-2007 academic year was the university's increased enrollment. Fall 2004 enrollment of 1,404 students was exceeded with a Fall 2006 headcount of 1,470. The Fall 2006 freshman class totals were 507, compared to 444 in the Fall 2005.

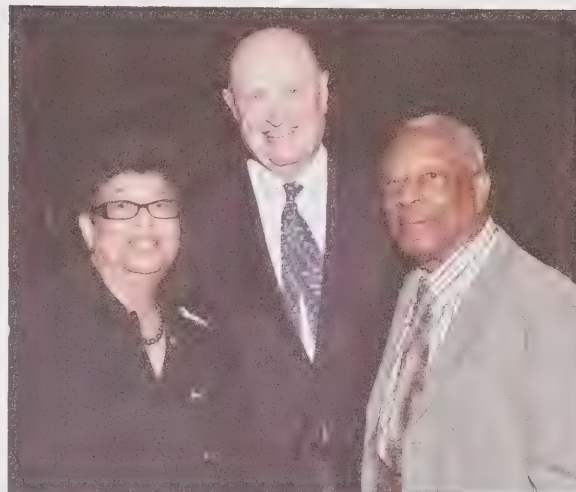
One final key event that year was the first CIAA Men's and Women's Basketball Tournament in the new Bobcats Arena, February 28 — March 4, 2006, in uptown Charlotte. Following the announcement two years earlier, the public watched to see if this would truly be a successful event. The results were noteworthy. The event garnered \$1.8 million for CIAA scholarships, compared to just \$1 million raised in 2005 when the event was held in Raleigh, N.C. Charlotte Chamber of Commerce officials reported a record attendance of more than 124,000 people, and hotel vendors claimed record bookings of 25,000 rooms in the region. The week-long festivities not only brought thousands of visitors to the city, it also refueled the burning de-

sire for athletic excellence at JCSU, whose basketball teams delivered, with both the men's and women's teams, under veteran coaches Steve Joyner and Vanessa Taylor, advancing to the tournament title games. "Dr. Yancy knew there were certain benefits for JCSU that would come with the tournament being held in Charlotte," Mr. Joyner said. "If nothing else, people would be more aware of Johnson C. Smith University and its academic and athletic offerings." He credits the athletics department success on Dr. Yancy's support. "The true testament of a president is to understand the full scope of things and Dr. Yancy seems to have a grasp of our academic mission, and how to integrate that with our auxiliary activities such as athletics. She has always had an open ear to the needs of the athletic department and has tried to provide us with what we need. That is the reason why we are successful today." JCSU also restored a tradition by hosting the CIAA Coca-Cola Chancellors/Presidents Dinner on campus. It was the first time that the dinner had been held in an HBCU formal campus setting since being held in Winston-Salem, N.C.

In 2007, the university continued its long tradition of success by receiving reaffirmation of its accreditation from the Southern Association of Colleges and School (SACS), ending its Pathway to Success Campaign, moving from regional

to national U.S. News & World Report rankings, and hosting the NCAA Division II Men's and Women's National Track and Field Championships for the first time in school history.

Accreditation is vital for any college, but especially so for those where a majority of students receive federal grants and loans. At JCSU, approximately two-thirds of students qualify each year for federal dollars. Loss of accreditation is essentially equal to losing the right to operate. So when the university received word by letter in July 10, 2007, that SACS was reaffirming its accreditation "with no additional reports" needed, it made all who worked on it feel both relieved and excited. "We take the principles involved in accreditation very seriously at JCSU, so we were expecting to receive this good report," Dr. Yancy said. "The university has the highest commitment to institutional integrity, accountability and quality improvement, and SACS has affirmed our efforts. I am proud of the faculty, administration and staff who strive every day to make the university such a dynamic institution." SACS reaffirmed accreditation will last until 2017. JCSU achieved accreditation in 1932, the first black college in North Carolina to do so. Only 47 of the 109 black colleges were accredited at that time. The university's previous accreditation review was in the 1996-1997 fiscal year.



*Dr. Yancy poses for a photo with Irwin Belk and Dr. Leroy Walker during the opening banquet of the NCAA Division II Men's & Women's Track and Field Championships in 2007. JCSU hosted the national event for the first time in the school's history.*

Dr. Hermitte has been through four SACS reaffirmations at JCSU, two of them under Dr. Yancy's presidency. But he said the one awarded to JCSU in 2007 was special. "The attitude before was 'how can we get by? This time it seemed very clear that when it came to these compliance issues we wanted to make sure our school was running right so there could be no question that we were doing everything. And I think that had a lot to do with why there were no citations or recommendations because everybody was trying to do it right. That was quite dramatic from my experience."

The latest SACS designation means that the university has met certain standards of quality in its educational programs and services and has also shown that it has the resources to sustain the quality of these programs and services. SACS, locat-

ed in Decatur, Ga., consists of 77 members elected by delegates from all 785 accredited colleges and universities in the Southeast Region. This commission establishes the standards for accreditation that must be met and also decides whether or not each college and university meets those standards. Dr. Yancy commented, "The 'no recommendation' report was a feat that was seldom heard of according to SACS officials." Previous attempts to establish graduate programs through the Division of Academic Affairs were put on hold during this process, but since receiving the re-accreditation, graduate programs in computer science, business administration, and economics now await final approval by the Board of Trustees during its spring 2008 meeting.

Another momentous point was on June 30, 2007, when Dr. Yancy ended her second major fundraising campaign as president. The two campaigns exceeded campaign goals \$50 million for the Campaign of the 90's, and \$75 million for the Pathways to Success Campaign, raising \$63.8 million and \$81.4 million respectively. "Smithites and JCSU friends and supporters once again proved that success begets success," Dr. Yancy said. "Building on the success of the Campaign of the 90's, together we achieved an outstanding accomplishment." Launched in 2000, Pathways to Success was JCSU's most ambitious

campaign to date. Facility enhancements and projects launched during the campaign included the renovation of Biddle Hall, Faculty House, the Communications Arts and Music Business Technology Building, and the Career Services Center. The campaign doubled the endowment to \$53 million through gifts and market growth; increased new scholarship and faculty endowments to 40; and increased alumni giving from 15 percent to 24 percent. "Dr. Yancy has been a great fundraiser for JCSU because she is very passionate about the university's mission," Mr. Westary said. "The fact that she is an alumnus is one thing. But I think she also is probably one of the strongest advocates that I have ever run into who believes that knowledge is power. She has used her opportunity to lead the institution as a fundraising tool to bring in money for student scholarships. She understands both the business of philanthropy and education."

2007 also will be remembered as the year that JCSU catapulted from a regional to national ranking against its peer colleges. In the previous year, the school ranked high among southern schools, but now it was being compared to all liberal arts institutions, meaning that it moved down on a national scale. *U.S News & World Report* released its rankings in the fall 2007, at which time it rated JCSU in the fourth tier, or as the 266th liberal arts

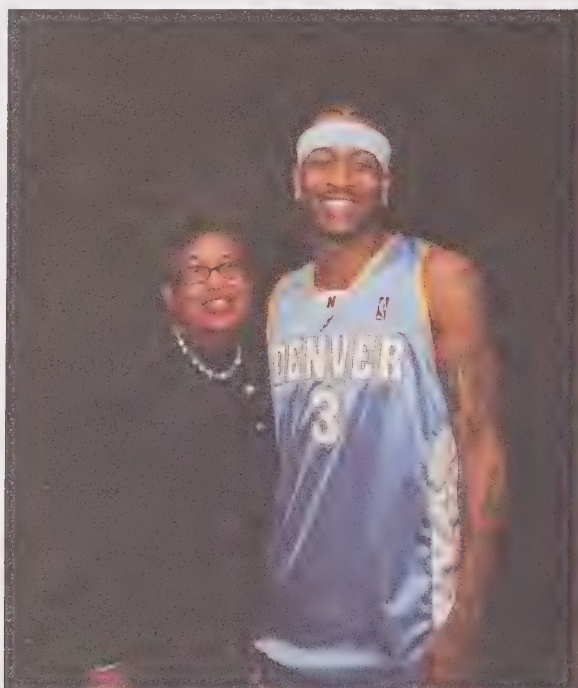


college in the nation. "JCSU's reclassification as a liberal arts college from a comprehensive bachelor's college reflects that more than 50 percent of our graduates receive degrees in the liberal arts," Dr. Yancy said. "This is in line with the university's strategic plan. Our data remains consistent with what was reported in previous years when the university was ranked in the broader regional category." JCSU was one of 68 schools that were reclassified that year. Oddly enough, several colleges complained that year about the rankings and some even threatened to stop sending their data to *U.S. News & World Report*, but Dr. Yancy decided to keep sending the data. In the same year, the magazine produced yet another set of rankings. This time, the magazine compared Historically Black Colleges and Universities in the nation, using the same data it had already received from the colleges. When the list of "America's Best Black Colleges" was released, JCSU ranked tenth among all HBCUs.

Another JCSU event of national significance was the university's hosting of the 2007 NCAA Division II Men's and Women's Outdoor Track and Field Championships, May 24-26, 2007, at the Irwin Belk Athletic Complex. The three-day meet was the first national event held in the complex since its opening. JCSU staff rolled out the red carpet for more than 600 athletes and coaches in attendance. Mr. Joyner said the

event's success again depended on the support it received from the president. "Dr. Yancy allowed us to reorganize the athletics department to follow the NCAA Division II model for athletic programs. Having done that, it allowed us to gear ourselves to be more than ready to host a national event such as the track championship. As a result we put on what is being heralded as one of the best NCAA track and field championships in the last 15 years."

2007 was also the year that Dr. Yancy made her decision to leave the university. On June 1, 2007, she announced her departure at a fully-attended news conference in the Robert Albright Honors College. During the conference she said, "I am leaving on a high note. I have accomplished everything I mentioned in my inaugural address 13 years ago with the help of the JCSU Board of Trustees, faculty, staff, students, alumni, and university friends. The greatest hallmark of this institution is teamwork," she said. "Teams of faculty, staff, and students work extremely well together here. As a result, we have accomplished great things giving us a reputation that's equivalent to any other higher learning institution equal to or larger than our size." Dr. Yancy said that her greatest accomplishment while at JCSU has been the building and maintenance of the university's technology infrastructure. "Without it, we could not have transitioned into the 21st century. Tech-



*Dr. Yancy poses for a photograph at the Charlotte Bobcats Arena in 2007 with NBA Player Allen Iverson. Iverson donated \$25,000 to start an endowed scholarship at JCSU.*

nology impacts everything that we do here at JCSU.”

Although she had one final academic year to go, she told both media and the JCSU community that she refused to be “a lame duck” president and would continue to bring success to the institution until her departure. Dr. Yancy’s words were supported with several outstanding feats during the 2007-2008 academic year. Those accomplishments included JCSU receiving national media attention for its STEM program, expanding the university’s Saturday Academy, influencing BB&T to make a major commitment to endow the teaching of capitalism and free markets through a professorship, influencing Wa-

chovia to donate \$1 million to the university, recognition as one of four colleges with the highest community service award in the nation, and receiving \$100,000 from the Tom Joyner Foundation to distribute to Mecklenburg County teachers in need of training.

The story which seemed to again catapult JCSU in the national spotlight was its participation in the VA-NC Alliance for Minority Participation. The program combined university exchange programs with intensified, personal instruction. The goal: to bring the number of black, Latino and American Indian tech graduates to 1,050 by 2012. The University of Virginia in Charlottesville led the program, supported by a \$5 million grant from the National Science Foundation. JCSU was one of four historically black colleges and universities in North Carolina that partnered with four majority white counterparts in Virginia to try and double the average number of minorities completing degrees in science, technology, engineering and math. This story, reported by Associated Staff Writer Dionne Walker, gave JCSU the most national print stories it had received during this third phase of Dr. Yancy’s presidency. Of almost 4,500 science, technology, engineering and math — or STEM — degrees that the eight schools conferred between 2001 and 2005, 12 percent went to blacks, Latinos or American Indians.

At JCSU, Shenita Richardson was a STEM student interviewed, along with Biology Professor Dr. B.K Chopra. The graduating senior was excited about the school's new immersion program and the leg up it would mean for the students coming behind her. "When I was a freshman, I wasn't prepared," she told the Associated Press. "I thought it was gonna be easy."

The Saturday Academy, one of the initiatives that led to JCSU's inclusion on the first President's Higher Education Community Service Honor Roll With Distinction for General Community Service, added two new programs during 2007. The programs targeted "at-risk" students in grades 6-8, and included a Talented Males initiative, targeting male students in grades 3-5, who are performing at or above grade level, with the intent of reinforcing their educational interests and development. The Talented Males initiative teaches character education, academic excellence, social skills training, and age-appropriate cultural activities. Students in the program received tutoring from JCSU students as well as other campus volunteers. The main philosophy of the Saturday Academy is to focus on students who are performing below grade level and, through mentoring by JCSU students and their parents, raise their scores to at or above grade level.

Fall 2007 was also marked with significant financial donations to the uni-

versity. The Cato Corporation of Charlotte awarded JCSU \$250,000 to enhance its Cato Scholarship for Teacher Education already established at the university. Scholarships from the endowment offer assistance to financially deserving JCSU students with an interest in pursuing teacher education as a career. After several years of work, Dr. Yancy and former Vice President for Academic Affairs Dr. Marilyn Sutton-Haywood were ecstatic to hear that their \$500,000 grant proposal to the Winston-Salem, N.C.-based BB&T had finally been approved. "This gift will ensure the long-term future of excellence in business instruction at the university," Dr. Marilyn Sutton-Haywood said "We are all enormously grateful for the support BB&T has provided for this important area." Dr. Yancy, joined by BB&T Regional President Lewis Moore and BB&T Senior Vice President and JCSU Trustee Tom Baldwin, announced the \$500,000 contribution on August 20, 2007, at the university. "Capitalism and free markets are central to an economic system that provides an improved standard of living. Our students will benefit from a deeper understanding of the principles involved," Dr. Yancy said. The BB&T Endowed Professor in Free Market Capitalism provided funding in the university's Department of Business Administration and Economics for full-time faculty member, Dr. Pat Roberson-Saunders, who leads



courses and lecture series examining the moral and philosophical implications of capitalism.

Wachovia Bank followed with its November 15, 2007 announcement to donate \$1 million to JCSU. The Wachovia Foundation's gift increased the existing "Wachovia Excellence Endowed Scholarship" from \$90,000 to \$1 million. Funds were used to launch the JCSU Student Leadership Program (SLP), including various professional development workshops and activities. "This major contribution not only increases the Wachovia Excellence Scholars program, it also will ensure an increase of students who will receive a quality education at JCSU," Dr. Yancy said.

Dr. Yancy's last semester was filled with continued success, including CASE awarding the university a top district award for the President's Report and the national recognition again for the Saturday Academy program from the Corporation for National and Community Service. On February 11, 2008, the organization honored JCSU for the Saturday Academy program at the American Council on Education (ACE) annual conference with a Special Achievement Award as part of the second annual President's Higher Education Community Service Honor Roll. JCSU was one of two minority-serving institutions that received the special achievement award in recognition of its commitment to

service. Dr. Yancy said, "Service learning has been one of the longest-running and most successful components of our curriculum at Johnson C. Smith University. It's an honor to be recognized two years in a row for our efforts to make a difference in the lives of children in our community." The very successful Saturday Academy program partners 45 college students with three local elementary schools. JCSU students provided 1,440 hours of direct service in reading and math during the 2006-07 school year.

In March 2008, Dr. Yancy was one of only four HBCU presidents to represent their students before the House Education and Labor Hearing on Capitol Hill. The title of the hearing was "America's Black Colleges and Universities: Models of Excellence and Challenges for the Future." The presidents, who were invited by UNCF, each gave reasons why HBCUs remain relevant in the post-segregation era. Dr. Yancy, in her testimony, cited National Science Foundation data that show six of the top 20 predominantly white institutions receive more federal research dollars than 79 HBCUs combined. "Despite a quantifiable record of success at educating African-American scientists and engineers, HBCUs continue receiving disproportionately fewer federal dollars," Dr. Yancy told the committee. "This pattern if left unabated will pose a barrier to black colleges remaining



*Dr. Yancy celebrates the 2008 CIAA Men's Championship win with JCSU Men's Basketball Team inside the Charlotte Bobcats Arena.*

comparable and competitive with historically white institutions.”

She also asked the House members to continue supporting Title IV Student Assistance Programs. “We [referring to HBCUs] exist to serve a particular population. If we didn’t exist, you would have to create us.”

2008 will probably be remembered most for what students call “the icing on the cake” to Dr. Yancy’s final semester at Johnson C. University — the CIAA Men’s Basketball Championship win. The March 1, 2008 win was only the second time in

JCSU’s history that the men captured the CIAA basketball crown. The first time was in 2001, after 65 years in the CIAA. JCSU senior Edmund Rainey won the 2008 tournament’s “Most Valuable Player” award, scoring 16 points during the championship game. In what local media called “a gritty performance” by the Golden Bulls, the men’s team defeated Fayetteville State University, 65-57, at the Charlotte Bobcats Arena. In addition to the championship trophy, the team earned the CIAA automatic bid to the regional NCAA Division II Men’s Basketball Tournament. “I thought



the kids did a good job,” Coach Joyner told an “ESPN Classic” reporter during an interview immediately after the game. “Our guys had some resilience about them. We are so excited for Dr. Yancy. You can’t have a better ending for her than to win this CIAA championship. I can’t wait to give her a big hug.” “ESPN Classic” broadcasted the game, with shots of Dr. Yancy courtside throughout the game, emotions of anticipation and joy on her during the final seconds of the game as she held high a JCSU basketball jersey. The win was made even more special since the JCSU team went in as the fourth seed. After the victory against Virginia Union in the semi-final game, the Golden Bulls convinced most doubters that the team had the momentum to beat FSU.

The CIAA championship was preceded in February with the naming of the Jack S. Brayboy Gymnasium floor as the Stephen Joyner Court.

Although JCSU’s women’s basketball team did not win the CIAA championship, they fought their way to the finals, taking on Raleigh’s Shaw University. The women’s team received national publicity during the bracket games leading up to the finals, with hard-won defeats of St. Paul’s College and Bowie State University. Of the Lady Golden Bulls’ 61-50 loss to Shaw, Coach Vanessa Taylor told the *Charlotte Observer*, “The second half, we struggled so offensively and not being able to

create enough second and third opportunities offensively.”

The CIAA tournament was not exclusively about basketball. Miss JCSU Shana Collins won the 2008 Miss CIAA in the annual competition among CIAA campus queens. Miss Collins was introduced during the tournament. It was the second year in a row that JCSU’s queen won the conference contest. Class of 2007 graduate Aisha Lide previously won the title and was present to hand it over to Miss Collins.

Also in March 2008, JCSU athletics accomplished yet another feat under Dr. Yancy’s leadership. Johnson C. Smith University Jamaican freshman sensations Leford Green and Shermaine Williams won their respective events in the 2008 NCAA Division II Men’s and Women’s Indoor Track and Field Championships held on the campus of Minnesota State University, Mankato. This was the first time in Johnson C. Smith University history that two student-athletes were named national track champions. Miss Williams broke the NCAA Division II record in the 60 meter hurdles, turning in a smashing time of 8.23 seconds. She ran an 8.24 in the finals to win the title. Mr. Green won the 400 meters with a time of 47.79, beating out Saint Augustine’s Randy Curry.

Several employees at the university said that although Dr. Yancy served in the capacity of president, what they will re-



member most about her is that she communicated with students, faculty, and staff in simple ways that made them feel appreciated. "I like that she ate in the dining room with us (staff)," Ms. Harris said. "It made her accessible to us on a different level other than on an official basis all the time. Most of the time if she approached staff in the dining hall, she talked to us and wanted to find out how we were doing." Ms. Harris said she is amazed by Dr. Yancy's memory about ailments of staff members or special days in their lives.

Odessa Roseboro also has fond memories of Dr. Yancy.

"She was always concerned about alumni and the progress that they had made once leaving Smith," Ms. Roseboro said. "Dr. Yancy often invited graduates back to the campus to speak for various occasions such as Founders' Day, Senior Baccalaureate, Homecoming Worship Services and Religious Emphasis Week. They always felt honored to return to their alma mater. I always admired this kind and thoughtful gesture of Dr. Yancy, as it was an introduction to the faculty, staff, and students to get to know some of our outstanding graduates." A long-time JCSU employee, Ms. Roseboro holds the distinction of not only working for six presidents, including Dr. Yancy, but also was Dr. Yancy's chaperone during JCSU choir tours in the 1960s. "She sang alto and was always observant even as

a student." When Dr. Yancy took the office of interim president in 1994, Ms. Roseboro said she was very happy. "I remember saying to myself that I couldn't believe that I am going to be working for someone who was a former student." When Ms. Roseboro attended Dr. Yancy's inaugural address, she was very impressed to see that the student she once knew had grown into a strong woman. "I remember that she had so many things she had envisioned for Smith that she read during her inaugural address. I think that she has met all of them. I really do." Ms. Roseboro said of her years in the president's office during Dr. Yancy's tenure from 1993-2001, "She is just a special lady. She has had a long and proud history of turning over collective passions and her heart for serving students into an advocacy for a college education across our state and our nation. Each day that I have worked with her as my friend and president, I have found that it is the collective voices and actions of all the active members of the faculty and staff that she will continue to remain the most effective advocate for education."

Dr. Yancy said she understood from her parents' rearing to treat everyone as one would like to be treated. "As president, you got to know how to communicate with all kinds of people," she said. "You cannot talk down to people. In a job like this you need to know how to effectively

communicate with the janitor, endowed professors, and the member of your board who is a multi-millionaire. Everybody is just as important as the other person. In other words, people are important — not just some people, but all people.”

Several faculty, staff, and students commented that they believe a strong portion of Dr. Yancy’s legacy will be her efforts to beautify the campus through restoring old buildings and providing better campus aesthetics. “She transformed the campus,” Dr. Hermitte said. “I think everyone, no matter of what they might think of Dr. Yancy otherwise, will say that JCSU is a place that we can be proud of now. And it was not like that before. Where there used to be rubble, now there’s grass, plants, and trees. She also added more light posts for security and upgraded the exterior of buildings. I wish we had a whole series of pictures of how the campus looked then [when he first came to JCSU in 1973] compared to now and then people could see the change.”

Steve Thomas said every college or university talks about being “student-centered,” but all of Dr. Yancy’s activities have had to do with short and long term improvement in the development of JCSU students. “Whether it was funding the Technology Center, tirelessly working to

pull the CIAA to Charlotte, setting up exchange programs around the world, bringing in Dr. Attia and nurturing his vision for the technology infrastructure, working with downtown business leaders, presenting the university’s case to foundations, or just making herself available to those students,” he said.

Longtime JCSU Associate Professor of Economics and former Board of Trustees member Dr. Nick Desai described Dr. Yancy as “a wonderful person” who is leaving the university in excellent condition. “Before she came, the university was a regular HBCU. But what Dr. Yancy did was position the university so that it would take off in the areas of physical improvements, financial improvement, and academic improvement. During her presidency she has expressed a great tolerance to differences. If she had to disagree with you, she would still maintain that respect for you. I just admire that in her a great deal.”

When asked if she had to be remembered for one thing on this earth what it would be, Dr. Yancy responded quickly with this sentence, “I hope it would be that I was a great mother.” And, in many ways, this is precisely what she accomplished for Johnson C. Smith University. For she gave birth to the *Age of Infrastructure, Technology and Restoration*.

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At the close of the 2007-2008 academic year, the following events either passed through resolution at the April meeting of the Board of Trustees, were included in the “The President’s Report to the Board of Trustee of Johnson C. Smith University” or were previously omitted in the preceding narrative:

- Master’s Programs in the areas of Computer Science and Business Administration and Economics were formally approved by the Board of Trustees on April 18, 2008;
- The JCSU CISCO Academy is currently in Phase I of training. When all phases are completed, a JCSU faculty member will be CISCO certified on May 30, 2008 and the program will allow students to test and become CISCO certified Network Associates (CCNA);
- The Johnson C. Smith University Tennis Courts were named the Coleman-Cuthbertson Courts for Dr. Winston R. Coleman and Mr. James Cuthbertson. Dr. Coleman won 8 CIAA tennis championships and Mr. Cuthbertson won 6 CIAA tennis championships;
- The football field within the Irwin Belk Complex will be named the Eddie C. McGirt field after Coach McGirt who coached football and basketball and was the first coach in the school’s history to win championships in two different sports;
- The JCSU Women’s Softball Team won their first CIAA Championship this spring 2008;
- In 2007, the Student Union was renamed the Mary Joyce Taylor Crisp Student Union after the university’s first student union director;
- The Board approved the dedication of the Inga Hong Gallery within James B. Duke Memorial Library, which took place following the Founder’s Day celebration on April 20, 2008;
- The original 1928 Hartley Woods Gymnasium/Financial Affairs’ building have completed renovations that will now house the Music Department & Choral and Administrative wings.





## 14 YEAR FINANCIAL OVERVIEW

By Gerald Hector,  
Vice President for Business  
Affairs/Chief Financial Officer

**I**n an era where many Historically Black Colleges and Universities are finding it increasingly difficult to chart their future financial viability, Johnson C. Smith University had a leader, who through vision and execution, has left its fiscal future in excellent condition. The path to reaching this milestone was not an easy one. There were missed opportunities, gut wrenching negative surprises, and calculated risks that were unpopular in the eyes of many “learned” individuals. Now as she sails on into her retirement from Johnson C. Smith University, Dr. Yancy can take solace in the fact that she fought the good fight, and she ran a good race. The results of her financial strategy will indeed remain

legendary in the annals of JCSU history.

Below are some of the financial accomplishments of this leader and humanitarian:

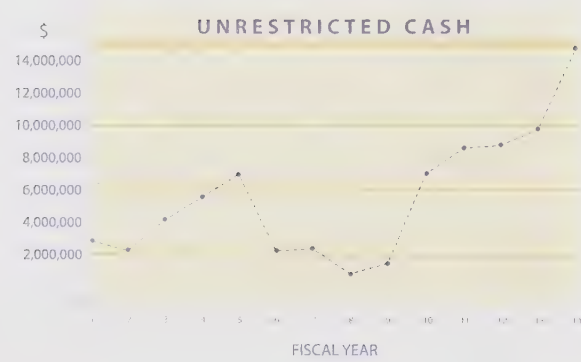
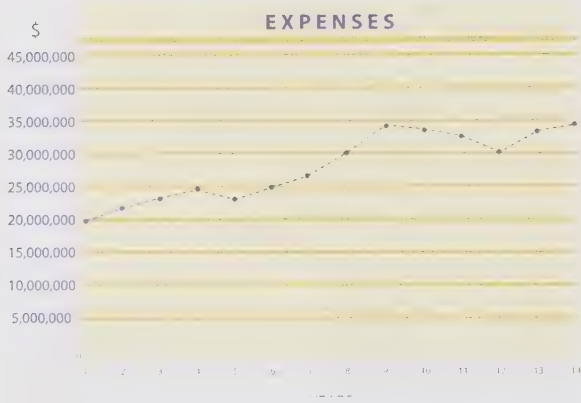
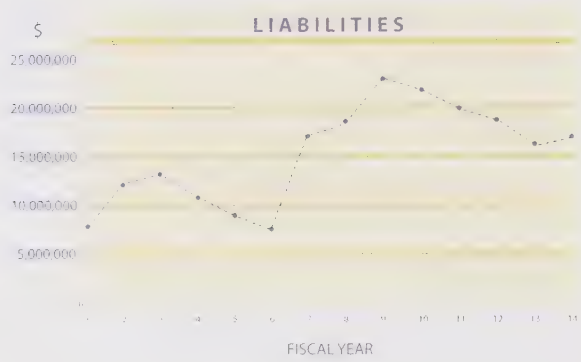
Total assets of the university grew by over 300%, increasing from \$27.5 million in 1993 to \$114.4 million as of June 30, 2007.

The university endowment grew by over 50%, to be approximately \$53 million as of June 30, 2007.

Total cash on hand at the end of each fiscal year grew by over 400%, increasing from \$2.6 million in 1993 to \$14.1 million as of June 30, 2007. Unrestricted cash (exclusive of temporarily restricted cash) grew by over 58,000% increasing from \$14,000 in 1993 to \$8.1 million as of June 30, 2007.

Total revenues increased by 134% during her tenure.

In addition to the financial performance figures noted above, she also oversaw the university receiving the equivalent of a BBB bond rating for the first time





## Johnson C. Smith University Thirteen Year Financial Trends for the Periods Ending June 30, 1993 Through June 30, 2007

Fiscal Year	Assets	Revenue	Liabilities	Expenses	Cash
1993	27,574,049	19,720,164	7,176,498	19,688,029	2,606,322
1994	35,012,835	20,859,918	11,434,153	21,144,967	2,223,404
1995	38,380,332	21,912,696	12,184,267	21,899,487	4,068,618
1996	44,900,015	25,310,998	10,540,677	24,359,821	5,349,903
1997	54,924,453	29,628,031	8,957,463	21,435,300	7,097,873
1998	58,423,414	28,602,475	7,143,232	23,289,283	2,188,778
1999	67,802,905	25,388,174	16,440,689	19,688,029	2,606,322
2000	71,194,434	29,994,800	18,361,748	28,524,330	946,517
2001	74,483,865	33,561,351	22,390,604	33,256,111	1,766,147
2002	75,083,199	33,671,050	21,547,969	32,229,081	6,425,870
2003	79,940,003	37,883,221	19,906,012	31,384,460	7,752,103
2004	89,677,519	40,775,357	19,098,122	30,229,951	8,029,098
2005	94,991,762	41,453,901	15,704,626	32,746,162	9,903,328
2006	103,654,689	42,651,334	15,905,564	33,427,253	13,116,619
2007	114,449,463	46,252,096	15,179,964	34,731,722	14,105,493

in its history. Also for the first time, the institution saw the long term investment portfolio grow to a point where it was included in the annual Common Fund Endowment Study. At

the end of the Yancy years, Johnson C. Smith University is strategically poised to move into the upper echelons of higher education.



JOHNSON C. SMITH  
UNIVERSITY MASTER  
PLAN 2006-2015

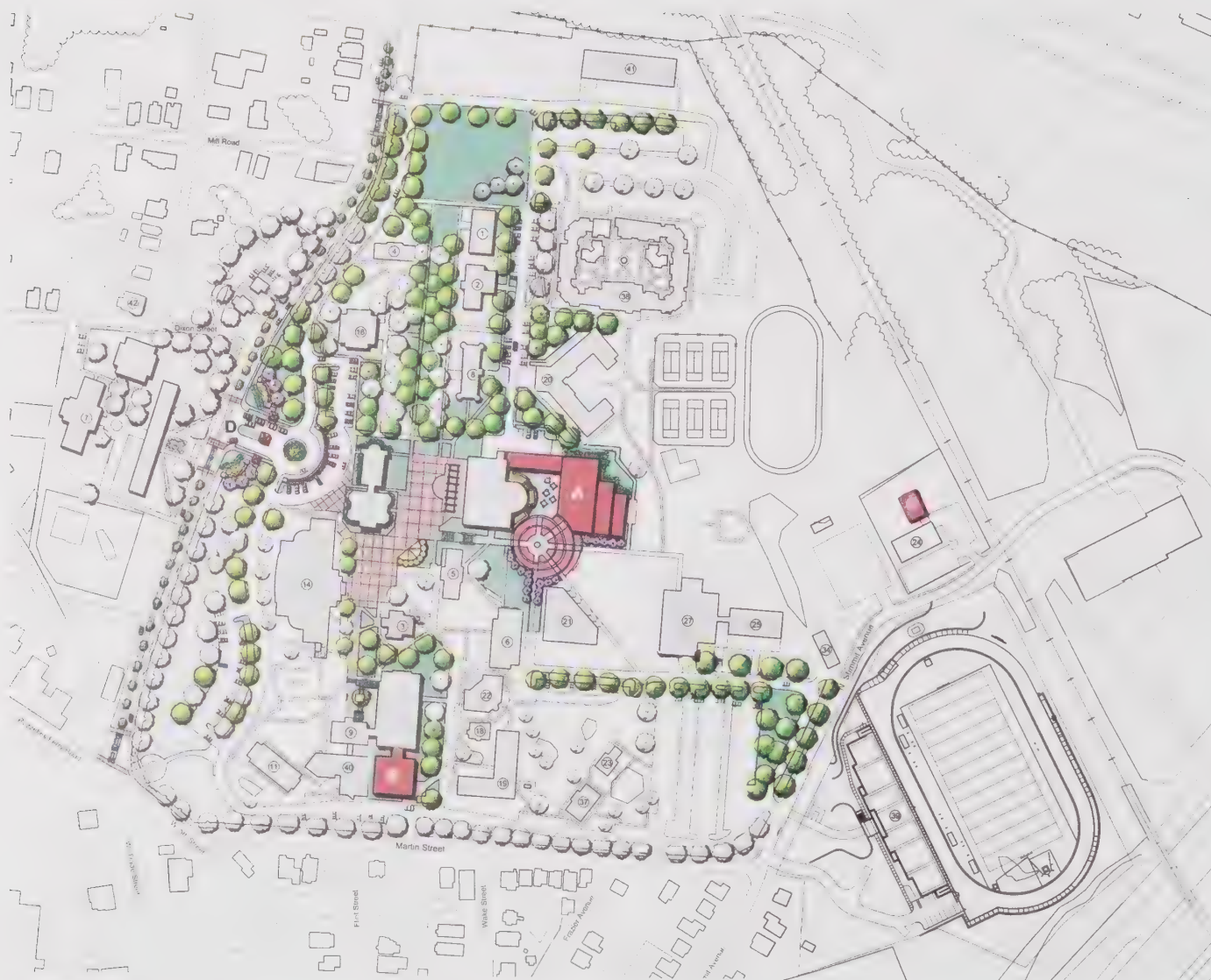
August 21, 2006

**I**n 2004, to fulfill a SACS mandated requirement, a committee consisting of university administrators, faculty, staff, students, and Gantt Hubermann Architects planned and ultimately determined Johnson C. Smith University's Master Plan for the years dating 2006-2015. The master plan for Johnson C. Smith's development over the next 10 years is in reality a series of one-year plans based on the priorities and funding available for planning and construction.

**P**hase I, the initial five years of development, reflects the immediate to near term priorities. Phase II obviously reflects longer term priorities that may require more time for planning or fundraising. From a design and construction perspective, it was important the first five years of development convey a sense of "wholeness" or completeness, such that no areas of campus life was left in a disrupted or incomplete state should, for some reason, the second phase of work not occur on a timely schedule.



## MASTER PLAN PHASE I

**Building Directory**

- 1 Harley Woods Financial Affairs
- 2 Band Hall
- 3 Carnegie Building
- 4 Berry Hall
- 5 Smith Hall
- 6 McCrory Building
- 7 Duke Hall
- 8 Carter Hall
- 9 Davis Science Building
- 10 Perry Science Building
- 11 J.C. Smith Memorial Hall
- 12 Biddle Memorial Library
- 13 University Memorial Union
- 14 Duke Memorial Library
- 15 Sanders Hall
- 16 Myers Hall
- 17 Liston Hall
- 18 Mrs. Johnson C. Smith Cottage
- 19 Johnson/Seabrook Education Building
- 20 Greenfield Hall
- 21 Newsome Humanities Building
- 22 Honors College
- 23 Faculty Center
- 24 Facilities Building
- 25 Pool Facility
- 26 Storage Building (Demolished)

- 27 Jack S. Brayboy Gymnasium
- 28 Heating Plant (Demolished)
- 29 Shipping and Receiving (Demolished)
- 30 Teaching/Learning Center
- 31 Power Plant (Relocated)
- 32 Guard House (Demolished)
- 34 Greenhouse (Relocated)
- 34 Coaches Building
- 35 Testing/Counseling Center
- 36 Career Counseling/Placement
- 37 Center for Integrated Studies
- 38 New Residence Hall
- 39 Irvin Bulk Complex
- 40 Technology Center
- 41 Temporary Building
- 42 Dr. George E. Davis House

**New Buildings**

- A Student Activities Center
- B Information Technology Building
- C Shipping and Receiving Building
- D New Guard House Entry

**Legend**

- Existing Buildings
- New Buildings

**Johnson C. Smith University**  
Master Plan 2006-2015

Phase I 2006-2010

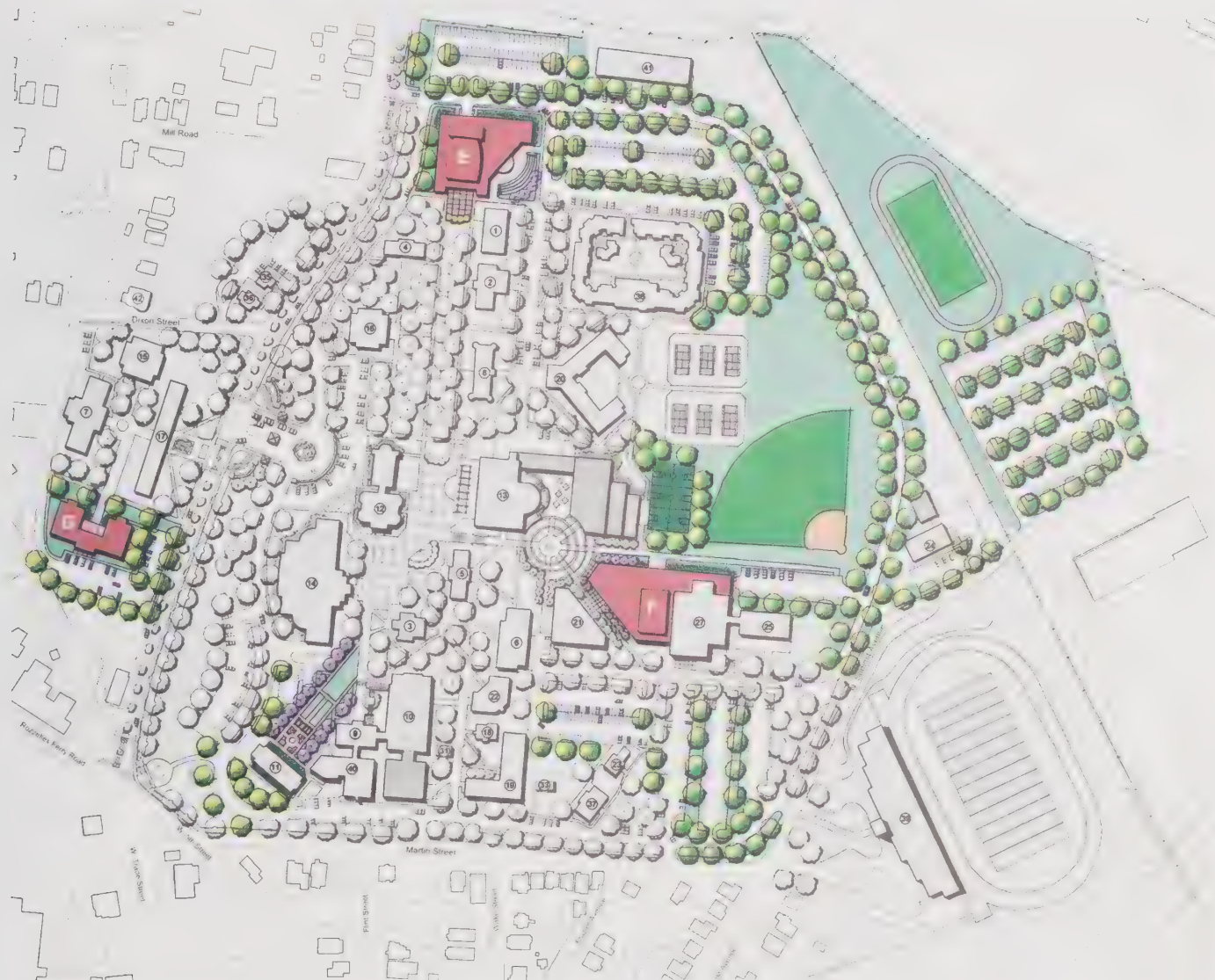


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Plate 13

## MASTER PLAN PHASE 2

**Building Directory**

- 1 Harley Woods Financial Affairs
- 2 Band Hall
- 3 Carnegie Building
- 4 Berry Hall
- 5 Smith Hall
- 6 McCrory Building
- 7 Duke Hall
- 8 Carter Hall
- 9 Davis Science Building
- 10 Perry Science Building
- 11 J.C. Smith Memorial Hall
- 12 Biddle Memorial Library
- 13 University Memorial Union
- 14 Duke Memorial Library
- 15 Sanders Hall
- 16 Myers Hall
- 17 Liston Hall
- 18 Mrs. Johnson C. Smith Cottage
- 19 Johnson/Seabrook Education Building
- 20 Greenfield Hall
- 21 Newsome Humanities Building
- 22 Honors College
- 23 Faculty Center
- 24 Facilities Building
- 25 Pool Facility
- 26 Storage Building (Demolished)

- 27 Jack S. Brayboy Gymnasium
- 28 Heating Plant (Demolished)
- 29 Shipping and Receiving (Demolished)
- 30 Teaching/Learning Center (Demolished)
- 31 Power Plant
- 32 Guard House (Demolished)
- 33 Greenhouse
- 34 Coaches Building (Demolished)
- 35 Testing/Counseling Center
- 36 Career Counseling/Placement
- 37 Center for Integrated Studies
- 38 New Residence Hall
- 39 Irvin Belk Complex
- 40 Technology Center
- 41 Temporary Building
- 42 Dr. George E. Davis House

**New Buildings**

- E Fine Arts Building
- F Wellness Center
- G Residential Suites

**Legend**

- Existing Buildings
- New Buildings

Johnson C. Smith University  
Master Plan 2006-2015

Phase II 2011-2015



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Charlotte, NC

Plate 14







# JOHNSON C. SMITH

## UNIVERSITY

March 22, 2006

Mr. J. Porter Durham, Jr.  
Director, Education Division  
The Duke Endowment  
100 North Tryon Street  
Charlotte, NC 28202-4012

Dear Mr. Durham:

Johnson C. Smith University respectfully requests consideration of special Phase I funding of \$185,000,000 over a five-year period to realize its Five-Year 2006-2010 Board approved Strategic Plan. The expanded request is for Phase II funding of \$65,000,000 over a subsequent five-year period to realize the University's proposed Ten-Year Master Plan 2006-2015. Accordingly, this is a funding request for \$250,000,000 for Phases I and H. Therefore, we are requesting an average of \$37,000,000 annually in Phase I and an average of \$13,000,000 annually in Phase I.

We aspire to become equally as competitive, over the next ten years, as any of the leading small private Liberal Arts Universities in the country, with comparable breadth and depth, and deserved recognition for excellence in teaching, scholarship, and wide-ranging service to society. To continuously achieve this ambition we will need strong, strategic leadership; an effective, responsive assessment and implementation process; growing resources; and careful stewardship of our strategic and master plans.

The strategic intent of this request includes:

1. Increasing learning outcomes of our students by increasing the average SAT score of our students from 900 to 1,000 (old rating scale). This will require substantial increases in our scholarship endowment base.
2. Changing substantively our Carnegie classification from a comprehensive undergraduate bachelor's institution to a master's level graduate institution by adding 250 graduate student to our total enrollment
3. Increasing undergraduate enrollment from 1,400 to 1,600 headcount and 1,300 to 1,500 full time equivalent students by implementing a comprehensive enrollment management plan that includes strategic marketing.

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4. Strengthening our competitive edge by continuing to be affordable and becoming a more attractive campus by minimizing our tuition costs and enhancing campus esthetics and infrastructure.
5. Increasing our fiscal stability and viability by increasing our endowment from \$47,500,000 to \$150,000,000.
6. Increasing our graduation and retention rates by increasing freshman to sophomore retention rates from 58% to 75%. And increasing six-year graduation rates from 41 % to 51%.
7. Increasing the quality of our faculty by increasing the percentage of doctorates or terminal degrees from 71% to 85%.

Broadly put, the funding request is in two categories: 1) Human Resources (Human Capital) and 2) Physical Plant Funding (Brick and Mortar). These two categories can be disaggregated from the attached Phase C and Phase H budgets as follows:

#### A. Human Resources:

[1] Two Endowed Chairs @ \$4,000,000 each	\$8,000,000
[2] To bring faculty and staff salaries to the midpoint of national competitive ranges	6370,000
[3] To fill critical vacancies that were discontinued for fiscal reasons	2,710,000
[6] Student (Expendable: @ \$1,000,000 annually; and Endowed: @ \$10,000,000 annually] scholarships	57,140,000
[7] Freshman Academy and Sophomore Initiatives	5,000,000
[9] To hire new highly productive and competitive faculty to accommodate growing enrollment	3,250,000
[10] To hire new staff to provide growing demands for services	2,710,000
[12] To implement a comprehensive professional development program for faculty and staff	5,250,000
[14] To provide fringe benefits for human resources	3,090,000
Total Human Resources	93,920,000

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### **B. Physical Plant Funding**

[4] To implement Phase I of the Master Plan 2006-2015	52,000,000
[5] To implement Phase II of the Master Plan 2006-2015	65,000,000
[8] To endow a maintenance fund for preventive and corrective maintenance and minor renovations	30,000,000
[11] To purchase equipment for new and renovated buildings and other initiatives	3,580,000
[13] To improve collections, including databases, and endow the library	5,500,000
 Total Physical Plant Funding	 156,080,000

While, the total ten-year funding needed to launch a trajectory on a sure path toward premier status is estimated at \$500,000,000, completion of Phases I and II of the Strategic Plan 2006-2010 and the Master Plan 2006-2015 will require the following funding:

Phase I	\$ 185,000,000
Phase II	\$ 65,000,000
Total Requested	\$250,000,000

We estimate that we will generate more than \$20,000,000 in new revenues over the Phase I period. In the fifth year, we estimate that we will generate \$7,000,000 in new revenue. Continuing this trend will allow us to sustain lines [2], [3], [7], [9], [10], and [14]. A full proposal that documents the needs and requirements outlined in this request will be submitted on request.

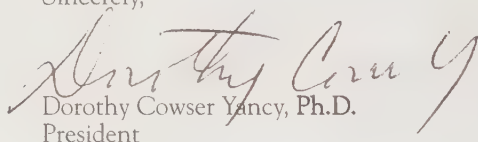
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Thank you for your kind consideration. If there are questions, please do not hesitate to contact me at (704) 378-1006 or [dcyancy@jcsu.edu](mailto:dcyancy@jcsu.edu).

Sincerely,



Dorothy Cowser Yancy, Ph.D.  
President

cc: Parran Foster, Chairman, Board of Trustees

Enclosures:

2006 JCSU Fact Sheet  
JCSU Strategic Plan FY 2006-2010  
JCSU Master Plan 2006-2015

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*Yvonne Cowser Yancy and her mother, Dr. Dorothy Cowser Yancy at the "Diamond President" Gala Celebration in April, 2008*



## DAUGHTER'S PERSPECTIVE

By Yvonne Cowser Yancy

As my mother's tenure comes to a close at JCSU, there have been many opportunities to celebrate her success and to reflect on this particular chapter in her life. People often ask — What is she really like? Is she always this energetic? My first response is typically — you have no idea — she's actually mellowed over the last 14 years. My mother has always been many things to many people; a teacher, a trusted confidant, a visionary leader, a worthy opponent — to me however she is simply my Mommy. My mother has always been energy in motion. She has an intense drive and she is always prepared for what ever comes. My mother is passionate about what she does and she expects those who surround her to be equally passionate, prepared, and driven. People will say many things about her professionally, but my view of course is personal.

As a little girl I truly believed that while I was attending Miss Lindsey's Early Achievement Center I was also working on my dissertation, just like Mommy. We graduated the same year and I wore my kindergarten cap and gown to her hooding ceremony. I literally went everywhere with my mother; to class, faculty meetings; meetings with the president of Georgia Tech; literally everywhere. My mother never talked to me as though I was a child, so it never occurred to me that I wasn't an adult. At her suggestion I picked *Souls of Black Folk* for a third grade book report. Imagine an 8-year old explaining W.E.B. Dubois and the crisis of the color line at her predominantly white private school. In our house this would be "normal" conversation. So you see my idea of normal and that of my peers was always slightly off.

My best childhood memories are of my mother talking to me while she

cooked. My mother is a fantastic cook. She really can cook anything she sets her mind too. She doesn't rely on recipes — she simply cooks to taste. My mother was raised on a farm and like her mother she believed that there should always be home cooked food in the house and plenty of food in the pantry. My mother's cooking is why so many of my friends hung out at my house. They could always count on good conversation and at least one meal. My mother also has no capacity to cook in small portions. To this day she cooks like 10 people are coming over and it will be just the two of us. Why grill a few pieces of chicken when you could cook an entire turkey instead? Surrounded by whatever she had been motivated to cook that day we would solve the problems of the world — the pricey jeans I wanted that she wouldn't buy, the boy I liked who

didn't like me, my former best friend, or whatever I was studying in school. To this day when we are together, nine times out of 10 we are in the kitchen talking and cooking, or talking about what we should cook.

In every way I am my mother's daughter. We sound alike, we argue the same way, we are both always right and occasionally we do get on each other's nerves. My mother holds everyone to high standards and as her daughter at times it was difficult to meet her expectations. She pushed me and challenged me in ways that I am eternally grateful for as an adult. Because of her example I know how to cook, I am fiercely independent, loyal and willing to stand for what I believe. My name is Yvonne Cowser Yancy and I am proud to be my mother's daughter.









Dr. Brian Johnson, Ph.D.  
Associate Vice President  
for Academic Affairs  
Associate Professor of English  
Honors College Core Faculty

Dr. Brian Johnson is Associate Vice President for Academic Affairs and Associate Professor of English at Johnson C. Smith University. A Johnson C. Smith University alumnus ('95), he is the author or editor of six other books and/or

volumes: Du Bois on Reform: Periodical-based Leadership for African Americans (2005), W.E.B. Du Bois: Towards Agnosticism (1868-1934) (2008), Conflicts in American History Volume 4: Civil War and Reconstruction (forthcoming 2008), Conflicts in American History Volume 7: The Long Civil Rights (forthcoming 2008), Conflicts in American History Volume 8: Towards the Next American Century (forthcoming 2008), and American Life and Culture Series: Volume 1: Slave Culture and Life (under contract). He has

formerly served as founding Director of the Jonathan Jasper Wright Institute for Southern African American History, Culture and Policy (Claflin University) and Director of the Ronald McNair Post-Baccalaureate Achievement Program (The University of South Carolina). Among many awards, he was named a (2007) Excellence in Teaching and Scholarship Award Winner (Center for Excellence in Teaching-Claflin University), a (2006-2007) National Woodrow Wilson Fellowship Foundation/Career Enhancement Fellow, a (2005-2007) Lilly Foundation/Center for Christian Studies Fellow (Gordon College), (2006-2007) J. McDonald Williams Institute "Civic Engagement Fellow," a (2004-2005) fellow within the W.E.B. Du Bois Institute for African/African American Studies (Harvard University) and a (2003) UNCF/Mellon Postdoctoral Fellow (Social Science Research Council). He is married to Shemeka Barnes Johnson ('98) and they have two sons, Brian Asa and Nathan Morgan Qodesh.



Sharon Raynor, Ph.D.  
Department Chair  
Assistant Professor in the  
Department of English and  
Foreign Languages

Dr. Sharon D. Raynor is currently the Department Chair and an Assistant Professor in the Department of English and Foreign Languages at Johnson C. Smith University in Charlotte, NC. She completed her doctorate degree in literature and criti-

cism from Indiana University of Pennsylvania in August 2003. She received both her Bachelor of Arts degree in English and her Master of Arts degree in multicultural literature at East Carolina University. Her doctoral dissertation is "Shattered Silence and Restored Souls: Bearing Witness and Testifying to Trauma and 'Truth' in the Narratives of Black Vietnam Veterans." Since 1999, she has written and directed two oral history projects sponsored by the North Carolina Humanities Council entitled "Breaking the Silence: The Unspoken Brotherhood of Vietnam Veterans," and "Soldier-to-Soldier: Men and Women Share Their Legacy of War." She is also a Road Scholar and a presenter for the "Let's Talk About It Book" Discussion Program, both sponsored by the North Carolina Humanities Council. As a Road Scholar for NCHC, she has conduct-

ed numerous community forums highlighting the work involved in the veterans oral history projects, as well as American Folklore Society and the Oral History Project workshops and programs. She teaches classes in and publishes in the areas of Vietnam War Studies, Multicultural and Contemporary Literature, Women's Studies and African American Studies. She has been a participant in New York University (NYU) Summer and Winter Seminars and Symposiums, the International Faculty Development Seminar sponsored by the Council on International Educational Exchange (CIEE) in Dakar, Senegal (West Africa) and the Cape Verde Islands and a Salzburg Seminar Fellow at the Salzburg Institute in Austria. She is also an Executive Board Member for the Southern Humanities Council Conference. She is the 2007 recipient of the Johnson C. Smith University Par Excellence Teaching Award. She has publications in *CLA Journal* (College Language Association), *NC Crossroads*, *Dos Passos Review*, *Who's Who in Contemporary Women's Writing*, *Encyclopedia of America Poetry: The Twentieth Century*, *From Around the World: Secular Authors and Biblical Perspectives*, *The Encyclopedia of African American Folklore*, and *The Encyclopedia of African American Literature*. She is a native of Clinton, NC.





Benny L. Smith, APR  
Assistant to the President  
Public Relations Director

Benny L. Smith is the Assistant to the President/Public Relations Director at Johnson C. Smith University. An award-winning journalist, Smith began working at JCSU in 2004 as the assistant director of public relations. Smith was

promoted the following year to director of public relations. He has more than 14 years of journalism experience working with the *Spartanburg Herald-Journal*, an affiliate of the *New York Times* Newspaper and the *Hen-*

*dersonville-Times News*. Smith earned his Accreditation in Public Relations (APR) from the Universal Accreditation Board in 2007. Smith is also the 2008 recipient of Johnson C. Smith University's Moses S. Belton for Distinguished Administrative Service Award. He graduated with honors from the University of South Carolina where he received a Masters in Mass Communications degree. He attained his bachelor's degree in mass communications from the University of North Carolina Asheville. He also has an associate's degree in journalism from North Greenville University, formerly called North Greenville College. Smith is a native of Greenville, S.C.

Phil Aull: pages 2, 34

Calvin Ferguson: pages 20, 39, 51, 56, 63, 70, 75, 81, 100, 105, 106, 107

Roger Ball: page 25

Shane Baskin: pages 31, 42, 46

Jonathan Keitt: pages 66, 78





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